

London	100.00	100.00	100.00
Paris	100.00	100.00	100.00
Frankfurt	100.00	100.00	100.00
Geneva	100.00	100.00	100.00
Brussels	100.00	100.00	100.00
Amsterdam	100.00	100.00	100.00
Stockholm	100.00	100.00	100.00
Copenhagen	100.00	100.00	100.00
Helsinki	100.00	100.00	100.00
Oslo	100.00	100.00	100.00
Warsaw	100.00	100.00	100.00
Budapest	100.00	100.00	100.00
Prague	100.00	100.00	100.00
Bratislava	100.00	100.00	100.00
Vienna	100.00	100.00	100.00
Zurich	100.00	100.00	100.00
Basel	100.00	100.00	100.00
Madrid	100.00	100.00	100.00
Barcelona	100.00	100.00	100.00
Lisbon	100.00	100.00	100.00
Porto	100.00	100.00	100.00
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Barcelona	100.00	100.00	100.00
Lisbon	100.00	100.00	100.00
Porto	100.00	100.00	100.00

FINANCIAL TIMES

AIDS

Patients ready to gamble on hope

Page 20

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No. 30,795

Thursday March 16 1989

World News

Council of Europe finalises TV code

The Council of Europe finalised a convention setting a common legal framework for cross-border television broadcasting, clearing the way for it to be opened for ratification. It would include common rules for advertising and moral and professional standards to be observed by television channels that want the right to international distribution.

Taba handed back

Ten years to the month after the Israeli-Egyptian peace treaty was signed, Israel completed its evacuation from the Sinai peninsula it conquered in the 1967 war when it withdrew from the Taba enclave. Page 4

Botha unmoved

President P. W. Botha underlined South Africa's unresolving leadership crisis by slapping ignoring party calls to resign and by presiding over both the budget and the re-opening of the parliament in Parliament of an unwelcome non-election budget. Page 4

Cologne explosion

A car bomb exploded in Cologne just before a European Cup match between Monaco and Chelsea in Frankfurt, destroying three vehicles but causing no injuries.

US gun import ban

The Bush Administration has bowed to public protests over the sharp rise in drug-related shootings in US cities by imposing a ban on the import of semi-automatic assault weapons. Page 6

Library damaged

A British Council library was damaged by a bomb in the northwest Pakistani city of Peshawar in an attack believed to be connected with the Salman Rushdie book, The Satanic Verses.

Iranian bomb claim

A telephone call saying he belonged to a pro-Iranian group claimed responsibility for the San Diego, California, bombing last week of a van driven by Mrs Sharon Rogers, wife of the captain of the USS Vincennes and threatened further attacks. Mrs Rogers was unhurt.

Irish fraud claim

Allegations of fraud surrounding the activities of Goodman International, Europe's largest meat processors and exporters, have again been made in the Dail, the Irish Parliament. Page 2

New IRA evidence

Britain was told in advance that the three IRA members killed by the SAS in Gibraltar were unarmed and were not carrying explosives when they entered the colony, according to Spanish police. Page 12

A night at the opera

Two top-price seat tickets to see international opera stars such as Placido Domingo and Luciano Pavarotti with the Royal Opera, London, will cost almost £200 (£344) from next season. Page 11

The Financial Times

Due to a newspaper failure in London some readers of the Financial Times did not receive a copy of the paper yesterday. A few readers will have received a paper with incomplete coverage of the UK budget. We apologise for any inconvenience this may have caused.

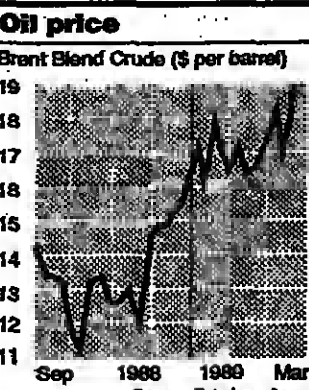
Business Summary

Pilkington in \$235m US deal with Nippon Glass

PILKINGTON has sold 20 per cent of Libbey-Owens-Ford (LOF), its US subsidiary, to Nippon Sheet Glass (NSG) for \$235m. The deal will not only help the UK glass manufacturer get more of its windows into Japanese cars, it will also show an immediate profit, for Pilkington spent only \$143m when acquiring LOF. Page 21

OIL prices

Oil prices yesterday continued to rise strongly in response to a larger-than-expected drop in reported oil stocks in the



US North Sea Brent oil prices

rose 47 cents to \$18.50 for April delivery. Commodities, Page 28

THOMSON Newspapers and International Thomson Organisation (ITO) are to merge in a major restructuring of the Thomson family's far flung newspaper and publishing interests. It will create a diversified publishing and travel services group with annual revenues of approximately \$5m. Page 21

US COMMERCE Secretary Robert Mosbacher accused Japan of not living up to the spirit of an agreement with the US to open its market to American semiconductor components.

JAGUAR, UK luxury car maker, has received offers of support from two leading international automotive groups to assist its defence against unwanted takeover bids in the early 1990s. Page 10

US MERCHANDISE trade deficit, on a customs basis, fell to \$9.5bn, seasonally adjusted, from a revised \$10bn in December. Page 20

LARINAL, French aerospace and car components manufacturer, and Turbomeca, helicopter engine maker, are to merge. Page 21

AL SAUDI BANQUE, French bank rescued from the brink of bankruptcy last summer, announced its recapitalisation and merger with another French bank. Page 21

DAMIER-BENZ expects the Bonn Government to overturn the likely ban by the cartel office of its plan to buy a strategic stake in the Messerschmitt-Bolkow-Blom (MBB) aerospace group. Page 2

RE STEEL, one of the main assets of Equiticorp group, is subject of a bid from Fletcher Challenge in conjunction with other partners. Page 23

STERLING rose further on foreign exchange markets as financial markets digested Tuesday's Budget statement and speculation of an early cut in interest rates faded. UK Budget, Page 12

VOLKSWAGEN of West Germany is stepping up production of components in East Germany, to take advantage of lower production costs there, and may produce whole cars across the inner-German border. Page 8

NORTH Broken Hill Nickel, Australian resources group, and Noranda, Canadian-based partner, abandoned their controversial proposal for a \$1.5bn (\$845m) pulp mill at Wesley Vale in Tasmania. Page 20

Civilian losses heavy in bloody battle for Jalalabad

By Christina Lamb in Jalalabad

AS THE drone of the bombers above Jalalabad died away, 10-year-old Laos pulled away from the mujahideen crouched in a ditch in the recently-captured post of Semarkhel and began to weep. He was still screaming when three aircraft returned, two flying high to distract the guerrillas with their lethal Stinger missiles while the third suddenly dipped below the missiles' range and dropped its lethal package of five cluster bombs. For a moment, there was an eerie silence; then the ground seemed to shake and a cacophony of noise began, dogs baying and mujahideen firing rockets blindly in all directions. A young guerrilla came running: "We've lost two more men and I think some civilians. I don't know whether it's worth it any more."

The 11-day-old battle for Afghanistan's third city has become one of the fiercest and bloodiest of the country's 10-year civil war. Both the mujahideen and the Afghan government forces are taking heavy casualties and large numbers of civilians have been killed. Many have been burnt to death, trapped inside what was once known as "the garden city" and surrounded by still-smouldering tanks. Guerrilla

rockets and bombs from the Afghan regime's forces fall indiscriminately, while artillery fire seems relentless between 6am and 2am. Both sides regard the battle for Jalalabad as the most important psychological and strategic test of the war so far. Three weeks after the last soldier of the Soviet occupation force left Afghanistan, the guerrillas launched their long-awaited attack on Jalalabad based on plans drawn up by Pakistan's military intelligence. Continued on Page 20



Chile to plead with US for end to fruit ban

By Barbara Durr in Santiago and Nancy Dunne in Washington

CHILE is to make an urgent plea to Washington that the US lift a ban on vital Chilean fruit exports following the discovery over the weekend of grapes deliberately injected with cyanide.

Mr Hernan Felipe Errazuriz, Foreign Minister, and Mr Jaime de la Sota, Agriculture Minister, arrived in Washington yesterday and are expected to stress the severe losses facing Chile if the ban, imposed on Tuesday, continues. The US is Chile's main market for fruit exports, and this ban, simultaneous with similar moves in Canada, Denmark, Japan and West Germany presents the country with potential losses of \$25m.

Losses could go higher if these markets are not quickly reopened to Chilean produce, according to Mr Jose Moreno, president of Chile's leading agricultural producers' association, the National Society of Agriculture.

Fruit accounts for 12 per cent of all Chilean exports and has become the single most important foreign exchange earner after copper. Fruit exports this year were projected at \$800m.

The move against Chilean fruit came after the US Food and Drug Administration (FDA) found two cyanide-laced grapes last weekend.

A presumed terrorist had called the US and Japanese embassies on March 2 warning that fruit exports would be poisoned. The calls prompted more intense inspection of Chilean fruit.

A statement issued by the Chilean embassy in Washington said: "The Government of Chile, while it cannot endorse the drastic steps taken by the FDA, understands its concern for the health of US consumers and is confident that with the co-operation of US authorities a solution to this problem can be found."

The crisis comes midway through the Chilean fruit season with just less than half already exported.

The current loss estimates cover 17m crates of fruit - shipments in transit as well as those already halted in various countries. Mr Manuel Felli, president of the Confederation of Production and Commerce, Chile's most powerful business association, estimated potential losses at close to \$90m when associated industries such as

Efta declaration seeks moves towards deeper co-operation with EC

By Robert Taylor in Oslo and David Buchan in Brussels

THE EUROPEAN Free Trade Association yesterday agreed a declaration on the future economic integration of Western Europe that could herald a turning point in Efta's relations with the 12-state European Community.

"We have given a clear and positive political signal to deepen and improve our co-operation with the EC," Mrs Gro Harlem Brundtland, the Norwegian Prime Minister, said. As Efta's current president, she had convened and presided over the two-day Oslo summit of heads of government of the six Efta nations which produced the declaration.

The declaration sets out the objective of creating "a more structured partnership (with the EC) with common decision-making and administrative institutions" to make co-operation between the two blocs more effective.

Efta foreign ministers are due to meet their EC counterparts in Brussels next week to discuss it. "We mean business," Mrs

Brundtland said. The European Commission welcomed the Oslo declaration. It noted "with interest" that Efta countries had taken up the challenge by Mr Jacques Delors, the European Commission president, to reinforce their multilateral approach to the EC, without excluding approaches to Brussels by individual Efta members.

Mr Delors chose yesterday to cast the debate about future European co-operation still over the two-day summit, which he said was "not only in Efta, but also in the whole of Europe."

He told the European Parliament at Strasbourg that a signal should be sent to the East that "we are interested not only in Efta, but also in the whole of Europe."

The Efta leaders said yesterday they wanted "the fullest possible realisation of the free movement of goods, services, capital and persons, with the

aim of creating a dynamic and homogeneous European Economic Space."

The goal of such an 18-country free trade zone dates back to 1964. The Efta leaders pledged to explore "various options, ways and means to strengthen" EC-Efta institutional links.

Mention of a customs union was dropped from the final document, although it stressed that all options were open. The Efta leaders pledged to strengthen their internal "decision-making process and collective negotiating capacity" in dealing with Brussels.

They also envisaged "common decision-making" and "enforcement procedures and common mechanisms for the settlement of disputes" with the EC.

Brussels has complained of the difficulty of further co-operation with Efta unless the latter speaks with one voice. Continued on Page 20

Row erupts over Delors report

By Peter Norman, Economics Correspondent, in London

A MAJOR row has broken out among European central bank governors and outside experts charged with studying ways to move towards economic and monetary union.

The officials said that the attack was led by Mr Karl-Otto Föll, president of the West German Bundesbank. He reportedly objected that the draft envisaged too rapid a movement towards economic and monetary union. He also complained that it envisaged a substantially increased role in

European Monetary affairs for the European Currency Unit, which is a weighted basket of EC currencies.

Mr Föll's decision to speak out in the committee was significant, the officials said. Until now West Germany had not been in the forefront of objections to developments in the Committee.

As reported on Monday, Britain and Luxembourg had Continued on Page 20

GEC - Siemens bid for Plessey poses 'threat to competition'

By Philip Stephens, Political Editor, in London

THE UK Ministry of Defence has told the Monopolies and Mergers Commission (MMC) that the revised General Electric Company-Siemens bid for Plessey would still pose a considerable threat to competition in Britain's defence industries.

In a submission to the MMC, the ministry has argued that the bid would be acceptable only if GEC and Siemens, whose £1.7bn (£80m) joint bid was referred to the commission in January, agreed to sell some of Plessey's key defence divisions.

The Anglo-German consortium considerably revised its proposals in February in the hope of meeting the ministry's objections to the merging of GEC-Marconi's defence electronics business with that of Plessey.

It scrapped its original plan for joint ownership of Plessey UK's businesses in favour of a more complex system for

breaking up the company. The new plan envisages GEC and Siemens taking over Plessey's naval and avionics interests, but that Siemens would get two other divisions - land-based radars and battlefield radios - where competition would be threatened.

The Defence Ministry, however, remains concerned about a number of aspects of the bid, particularly those related to the naval electronics businesses.

Its submission suggests that if the bid is cleared GEC-Siemens should be given a legally binding undertaking to sell off Plessey's sonar equipment business. Plessey has a key role in the supply of submarine sonars and its work includes the sonar suites for the UK's next generation of heavyweight torpedo, the spearfish. The contract is expected to be worth between £500m and £700m.

Plessey said earlier this week that it planned to bid for the contract for the Royal Navy's next generation of heavyweight torpedo, the spearfish. The contract is expected to be worth between £500m and £700m.

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HONG KONG Hang Seng Index 3200 3100 3000 2900 2800 2700 Jan 1989-Mar		STERLING New York close \$1,721.0 (1.7285) London \$1,718.5 (1.7280) DM1,217.5 (2.2100) FF10,280 (10.885) SF2,780 (2.7475) Y224.50 (224.00)		STOCK INDICES New York close Dow Jones Ind. Av. 2,320.54 (+14.29) S&P Comp 299.67 (+1.53) London FT-100 2,121.2 (-4.2) 142.75 (Tues) Tokyo DM1,872.5 (1.89065) FF8,337.5 (8.3060) SF1,508.5 (1.5225) Y130.70 (129.65)	
INTEREST RATES US 6-month Federal Funds 9 1/2% (9 1/4) 3-month Treasury Bill yield 8.57% (8.21) 6-month yield 9.13% (9.11) London 3-month interbank close 12 1/2% (same)		DOLLAR New York close DM1,872.5 (1.89065) FF8,337.5 (8.3060) SF1,508.5 (1.5225) Y130.70 (129.65)		COMMODITIES Brent 15-day (Argus) \$18.5 (+0.475) (April) West Tex Crude \$19.7 (+0.525) (April)	
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EUROPEAN NEWS

Euro-MPs back tougher rules for non-EC banks

By William Dawkins in Brussels

EUROPEAN MPs yesterday voted for the European Commission to toughen up the conditions it is proposing for allowing non-EC banks to set up in the EC after 1992.

While their demands are very unlikely to become law, they provide ammunition for those Community governments which want tough restrictions on US and Japanese competition in European financial services.

Member states are a long way from even beginning to ratify the Commission's draft second banking directive, which would grant a single European banking licence to institutions conforming to minimum financial and professional standards.

Never the less, the outcome could be finely balanced between the free trade hopes of several northern member states including Britain, West Germany and Luxembourg, and a possibly more protectionist grouping among southern European Community partners.

Yesterday's parliamentary vote places the Strasbourg assembly and the Commission on opposite sides over this important part of the Community's design for a free single market in financial services.

Sir Leon Brittan, the Commissioner handling financial services, is planning to change the plan to give more flexibility than currently proposed for considering applications for EC status from non-European banks.

The present version of the plan, which was tabled early last year, obliges the Commission to check all applications from non-EC banks to ensure European institutions get equal access in those countries, a test which Sir Leon would like to make non-automatic.

The parliament is asking for an amendment to force all branches of non-EC banks to apply for Community licences. This contrasts with the Commission's proposal that this requirement should only apply to subsidiaries, which would then be free to open branches across the EC.

The move won the support yesterday of 232 Euro-MPs in the 518-seat assembly, with five against and three abstentions. As expected, the parliament gave initial clearance yesterday to seven other internal market measures for financial services and the corporate sector generally.

They include outline plans for a European company statute, designed to simplify cross-border mergers and a proposal to allow single-person businesses to acquire limited liability.

Also included in yesterday's package are common rules for bank's own funds - which were given final clearance to go forward for Ministerial adoption - and for solvency ratios, to ensure the financial soundness of banks applying for the proposed European licence.

Other measures to get initial Parliamentary assent were Community-wide rules for the presentation of insurance companies' annual accounts and the winding-up of insurance companies, and a common method for calculating the cost of consumer credit.

Italian dockers try to halt the tide of change

THE SMACK of firm government is sufficiently rare in Italy for it to echo like a thunderclap around the land and place the practitioner firmly in the eye of a storm, writes John Wyles in Rome.

So it is that Mr Giovanni Prandini, Italy's 48-year-old Minister of Merchant Marine, has become a late figure for some of the nation's dockers because of his plans to sweep away many of their time-hallowed privileges in the name of an efficient transport policy.

Genoa and Livorno have emerged as the twin centres of resistance and neither port has enjoyed much in the way of normal working since January.

Genoa's 2,100 dockers are currently on a seven-day strike called in protest at Mr Prandini's decision to authorise a shipping company and the port-authority to set up their own cargo handling activities.

But this is only one of several blows being aimed at a group of workers who appear to have forfeited both public support and the backing of their unions. Mr Prandini was continuing his search yesterday for an accord with the unions on his overall port strategy so as to completely isolate the militants at Genoa and Livorno.

The law has also rolled into action. Forty Genoa dockers are facing charges for picketing violence while, in an unprecedented move, Mr Prandini has put a special commissioner in charge of the dockers' company at Livorno while its financial administration is under investigation.

Each large Italian port has such a company which, deriving in many cases from the Middle Ages, owes its current elite status to Fascist legislation of 1922. Although this conferred sole responsibility for cargo handling on the companies, the principle has been steadily diluted in many ports.

Genoa and Livorno remain key exceptions to the extent that their companies are seen as protective societies dedicated to maximising income and industrial power for the minimum of labour effort.

The result is that Italian port costs are among the highest in Europe and traffic is moving elsewhere - Genoa handled 2.6m tonnes and 45,000 fewer containers last year than in 1987.

The rancorous dispute now unleashed is replete with symbolic echoes of recent and less recent history. Anti-docker feeling exploded in Genoa last Thursday when 10,000 people - port users, lorry drivers and others dependent on it for their livelihoods - marched through the streets of the city demanding an end to the industrial sction.

But their protest, reminiscent of the march of 40,000 through Turin which ended a 10-week Fiat strike in 1980, has failed to cow dockers. They are meeting their counterparts from Livorno today to prepare a march on Rome, complete with cranes and other dockside machinery.

It will be remembered that a rotund Fascist rose to power in 1922 after leading a march on the nation's capital.

Daimler chief expects Bonn to clear any ban on MBB takeover

By Paul Betts in Paris

DAIMLER-BENZ expects the Bonn Government to overturn the likely ban by the West German Cartel Office of its plan to buy a strategic stake in the Messerschmitt-Bolkow-Blom (MBB) aerospace group.

Mr Edzard Reuter, Daimler's chairman, said yesterday in Paris he believed special approval would be given by the Bonn Government to acquire an initial 30 per cent stake rising later to more than 50 per cent.

He indicated strongly yesterday that Daimler-Benz expected the Cartel Office to block the takeover. The Office has already told the car group there are grounds for disapproval, although the European Commission has said it has no objections on cartel grounds.

Mr Reuter, who admitted that the deal would give Daimler-Benz a big share of the domestic aerospace and defence market, said he thought the Cartel Office would object on purely West German legal grounds. Under the law, it was compelled to consider the acquisition in terms of the domestic market

and not on a wider European scale. He added, however: "We are convinced the Bonn Government will be ready to approve this deal because one of the reasons is our readiness to participate in a restructuring of the European aerospace industry."

Even were the Government to block the deal, Mr Reuter said this would not change his group's commitment to aerospace. MBB had not in itself been the reason for deciding to enter the field to set up a competitive European aerospace industry on a private basis.

But if MBB remained an independent company, it would continue to be "a waste of public money". Mr Reuter also called for strong private management of the European Airbus programme. Airbus, he said, had reached a stage of maturity which now required "private sector management and efficiency in order to exist in international competition."

In remarks likely to irritate French car producers, Mr Reuter also urged the European Community to adopt a liberal foreign trade policy on the car sector. This was "an indispensable factor in strengthening the European vehicle industry" to face the new competitive pressures of the market," he said. "We therefore advocate that Japanese imports from plants in the US or certain European countries be freely offered throughout the EC."



Reuter: special approval

I G Metall's leader wields strike threat

By David Goodhart in Bonn

THE LEADER of the 1.5m-strong West German metalworkers union, I G Metall, has warned his members that they may have to prepare for strike action next year when the current three-year agreement on working time and pay expires.

Mr Franz Steinkühler is opening his campaign early for those negotiations which are set to start next month. He has set important benchmarks for much of West German industry.

Next month the metalworkers will start working a 37-hour week which has come down in two stages from 40 hours in 1987, but the union will again be aiming for 35 hours in 1990.

Although there is no obvious militancy among the metalworkers at present there is some disquiet about higher than expected inflation. Inflation has risen to 10.5 per cent in 1988, up from 8.5 per cent in 1987.

That deal gave a 3.7 per cent rise in 1987, 2 per cent last year and 2.5 per cent this year. It was based on an expectation that the inflation rate would not rise above 3 per cent, but this year it is likely to top 3 per cent.

That means another longer-term deal is almost certainly ruled out in 1990 but how strongly the union will pursue reduced hours and higher pay will not become clear before its congress in November.

Mr Steinkühler warned yesterday that the employers had little political room for manoeuvre. But the profitability of West German companies is very healthy and one Ruhr-based employer said that for that reason it would be difficult to resist a further one hour cut in working hours and a 3-4 per cent pay rise.

The employer did not, however, exclude the possibility of some conflict on the way in an agreement. I G Metall will also continue to resist weekend working as part of shorter working week packages in spite of the fact that a growing number of plant-level representatives are accepting Saturday work.

W German spending package held up

By David Marsh in Bonn

A DISPUTE in the West German coalition over family support schemes held up a package of government spending measures due to have been announced in Bonn yesterday.

The fresh schism between the dominant conservative parties and the liberal Free Democratic Party (FDP) underlines the serious problems facing the Government following a succession of regional election upsets for the governing Bonn coalition.

The Government cancelled a planned late afternoon press conference after the parliamentary grouping of the conservative Christian Democrat (CDU) and Christian Social (CSU) parties turned down a package of extra government spending worked out at a late night ministerial meeting on Tuesday.

Failure of the parliamentary caucus to approve the measures comes as another blow to the credibility of Chancellor Helmut Kohl's centre-right coalition.

Mr Kohl is weathering a series of mid-term difficulties over policies ranging from defence and foreign policy to immigration, tax and housing.

The Chancellor is drawing comfort from the continuing buoyancy of the economy. But the renewed upset is bound to increase doubts about whether Mr Kohl has sufficient grip over his party machine as the CDU and CSU square up to a tough run of local elections over the next 18 months leading up to the general election in December 1990.

Yesterday's disagreement centred on the conservatively opposed to a system to delay an increase in child benefits until the next legislative period beginning in 1991.

The FDP meanwhile managed to push through tax concessions for home helps which would take effect during the present legislative period. This was interpreted by conservative deputies at a meeting yesterday afternoon as an over generous hand-out for the FDP's traditional clientele of middle class professionals.

The dispute over a relatively small detail in the spending package shows how Mr Kohl's Government has become increasingly bogged down in petty bickering.

The package, planned to add around DM2bn (\$1.7bn) to government spending up to 1992, was designed to improve Bonn's social policies.

More fraud claims over Irish meat company

By Kieran Cooke in Dublin

ALLEGATIONS of fraud surrounding the activities of Goodman International, Europe's largest meat processor and exporter, have again been made in the Dail, the Irish Parliament.

Mr Barry Desmond, deputy leader of the Irish opposition Labour Party, told the Dail that a company directly associated with the Goodman Group had been found to be in breach of the 1984 (2840,000) by the Irish Department of Agriculture earlier this year for activities which included certain "misdeclarations" made on export refund papers.

Mr Desmond said the Department of Agriculture had sent documents concerning the suspected fraud to the Irish police and had advised the European Commission in Brussels about the matter.

The Goodman Group is a privately held company controlled by Mr Larry Goodman and has an annual turnover estimated at £170m. Mr Desmond said he stood by earlier allegations he made in the Dail that the Goodman Group was under "major investigation" by the Irish Fraud Squad and that the Irish Government was withholding £20m in refund payments to the Goodman Group.

Mr Charles Haughey, the Prime Minister, accused Mr Desmond of trying to sabotage the entire Irish beef industry. Amid considerable shouting in the Dail, Mr Desmond called on him to withdraw his remarks.

"You are protecting a friend, I will not be intimidated by Larry Goodman's lies," said Mr Desmond. The Department of Agriculture in Dublin was due to issue a statement concerning Mr Desmond's allegations last night.

Goodman International rejected Mr Desmond's allegations as "ill-informed, slanted and false" and has challenged Mr Desmond and another Dail member to repeat their allegations outside Parliament "where we would have some recourse to justice."

Mr Larry Goodman, interviewed on Irish national radio, said his company had been an advocate of stamping out abuses in the meat industry and accused left wing elements of stirring up trouble. "They are anti-private industry, anti success, anti effort, and bloody well everything," said Mr Goodman.

The Goodman Group is a privately held company controlled by Mr Larry Goodman and has an annual turnover estimated at £170m. Mr Desmond said he stood by earlier allegations he made in the Dail that the Goodman Group was under "major investigation" by the Irish Fraud Squad and that the Irish Government was withholding £20m in refund payments to the Goodman Group.

Ankara accuses Tehran

By Jim Bodger in Ankara

ANKARA has complained to Tehran over what it sees as interference in Turkey's internal affairs following Islamic fundamentalist demonstrations.

The protests were made on Monday night when Iran's ambassador to Turkey, Mr Manosher Mottaki, was summoned to the Turkish Foreign Ministry in Ankara.

The Iranian media had also broadcast inflammatory street interviews following solidarity demonstrations in Tehran, a Turkish Foreign Ministry spokesman added yesterday. Turkish security sources have said there was evidence of outside complicity in countrywide protests at the weekend in Turkey against the announcement of a "urban" decree by the Turkish Constitutional Court last week.

The "urban" decree would have permitted the wearing of the chador, or Islamic headscarf, in Turkish higher education institutions. It was pushed through parliament by the ruling Motherland Party.

Move to restrict ownership of Italian banks wins backing

By Alan Friedman in Milan

A DRAFT law which would prevent industrial concerns owning more than 20 per cent of banks was approved yesterday by the Italian Senate's industry committee. The provision, which is contained in Italy's new control banks law, has been hotly debated in Italy in recent months, with leading industrialists such as Mr Cesare Romiti, Fiat's managing director, arguing in favour.

When the idea of anti-trust legislation was first mooted in Italy in 1987 Mr Romiti reacted by speaking angrily of "anti-capitalist vomit".

Mr Carlo Azeglio Ciampi, Governor of the Bank of Italy, has been an outspoken opponent of the idea of industry owning banks, warning that there would be a serious danger of conflicts of interest.

John Wyles adds: Mr Giulio Anato, Italy's Treasury Minister, yesterday revealed a new and slightly lower than expected estimate for the Government's 1989 budget deficit.

He told a parliamentary committee that present trends point to a shortfall of £134,500m (£57bn), £17,150bn more than the target. The forecast would have been around £5,000bn higher but for new revenue measures recently enacted by government decree.

He said tax revenues were now expected to be £27,000bn against earlier estimates of £288,000bn. Total revenues would reach £405,000bn, about £5,000bn more than forecast.

The cabinet is due to adopt a new package of spending cuts by next Tuesday which may allow for savings of around £10,000bn-£12,000bn, to be followed by further measures.

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EUROPEAN NEWS

Swiss appoint prosecutor in Kopp affair

By William Dufforce in Geneva

THE SWISS Parliament yesterday appointed a special prosecutor, Mr Joseph-Daniel Pillar, to direct an investigation into charges that Mrs Elisabeth Kopp, the former Justice Minister, may have violated official secrecy rules and obstructed the course of justice in connection with a \$10m drugs money-laundering scandal.

Mr Pillar decides to press charges, the case against Mrs Kopp will be heard by the Federal Tribunal, the country's supreme court. Switzerland's first woman cabinet minister would then become the first ever to face trial.

The penalty for breaching secrecy is a prison sentence of up to three years or a fine of up to SF40,000 (\$14,800). Mr Pillar's appointment became possible after both chambers of Parliament had lifted Mrs Kopp's immunity to prosecution. Mrs Kopp herself asked for it to be lifted when she was forced to resign in January.

On the basis of a dossier submitted by an examining magistrate Mr Pillar, currently prosecutor in the canton of Fribourg, will have to make up his mind on two questions: Did Mrs Kopp breach secrecy, when she warned her husband, Hans, by telephone that Shekarchi Trading, a company of which he was vice-president, was suspected of being involved in money laundering? In warning her husband was it Mrs Kopp's intention to allow him time to destroy documents or other evidence?

Repercussions from the arrest last July in the canton of Ticino of two Lebanese brothers, Jean and Barko Magharina, under suspicion of having laundered money from drugs trafficking through Switzerland, have been falling fast and thick recently.

Last week a US federal court in Los Angeles charged the brothers with conspiring to



Kopp: may face trial

launder drug money and to transport money illegally out of the US. A New York court indicted them on charges of conspiring to possess and distribute cocaine. The US embassy in Bern said a request could be made for the extradition of the Magharinas.

Earlier last week the Swiss Government suspended Mr Rudolf Gerber, the federal public prosecutor, and opened a disciplinary inquiry into his behaviour.

He had been blamed in a report by a Government-appointed judge for not acting on a proposal to investigate five companies suspected of laundering drugs money and for not acting quickly enough after being informed that Mrs Kopp had warned her husband.

In a separate development, the administrative committee of the lower chamber of Parliament this week admonished Mr Peter Arbenz, the Federal Commissioner for Refugees, for legal errors in expelling two political refugees from Switzerland.

However, the committee found no grounds for starting a disciplinary inquiry into the actions of Mr Arbenz, who was appointed by Mrs Kopp, when she was Justice Minister.

Insults fly as Ozal prepares to defend his majority

Jim Bodgener reports on opposition moves to turn Turkey's local elections into a vote of confidence

ACRIMONIOUS campaigning for local elections in Turkey on March 26 has hotted up amongst the 1.5m candidates vying for 1,996 seats countrywide, with overall victory still predicted for the ruling Motherland Party (Anap) - but by a questionable margin.

Prime Minister Mr Turgut Ozal needs a sufficiently strong mandate measured against Anap's 36 per cent vote in the general elections of autumn 1987 if he is to bid for the presidency when President Kenan Evren steps down in November.

Mr Ozal flew off yesterday to watch a quarter final football match in the European Champions Cup between Turkish champions Galatasaray and Monaco in Cologne - a popular quip was that, given Anap's present standing in opinion polls, Mr Ozal's presidential chances depended as much on the result of the football game as on the outcome of the local elections.

High inflation of 70 to 80 per cent has steadily eroded Anap's electoral

base amongst its "central pillar" of a centre-right, lower middle-income silent majority which Mr Ozal fondly claims to have tapped for the first time in Turkish politics.

The opposition is seeking to forestall Mr Ozal by turning the local elections into a national vote of confidence. But despite the negative polls, the election will probably bear out the good track record overall of its mayors. They have been helped by a government committed to infrastructure spending spurred by election economics in 1986 and 1987.

Whispering and dealing within Anap are now preoccupying Mr Ozal more than the economy - which returned a record current account surplus of \$1,500m for the year.

There have been grass-roots complaints about high-handed selection of candidates overriding local caucus choices. Resentment still smoulders against Mr Ozal's withdrawal onto a circle of close advisers and family in a reign apparently growing ever more

dynastic and Ottoman in appearance. Mr Ozal has even flirted with Islamic fundamentalism to appease the strong conservative Islamic faction within Anap.

But the main opposition Social Democratic Populist Party (SHP) itself hardly presents a coherent front, underlined on the left by former premier Bulent Ecevit and his Democratic Left Party, much to Anap's satisfaction. Under the leadership of Professor Erdal Inonu and his pragmatic secretary general, Mr Deniz Baykal, the SHP probably would not want to see a resounding defeat which could herald a general election now. The SHP would prefer to bide its time, relying on Anap's electoral wastage to win control in the early 1990s over an economy and society gathering impetus towards entry into the European Community.

Mr Baykal would clearly like to see an SHP modelled on the western social democrat pattern, but the party is divided over how to deal with

repressed Kurdish ethnicity in the east.

At stake could be Anap's grip on the big cities, which the SHP has targeted. The redoubtable Mr Bedrettin Dalan can be expected to hold his mayoral fiefdom of Istanbul. If victory in the city is matched by an Anap debacle elsewhere, Mr Dalan may be tempted to tilt for the national arena by detaching liberals from his and other parties to form a new grouping.

Most precarious is the outlook for the capital's Mr Mehmet Altinsoy, whose spending on pink pavements and a grossly incongruous tower and revolving restaurant in Ankara's exclusive Cankaya district has raised many eyebrows. Against him, the SHP has arranged Mr Murat Karayalcin, an urbane and highly-popular city planner, whose Batioken housing scheme to the north-west of the city has won prestigious international awards.

Much-needed infrastructure like water supply and sewerage has been

installed by Mr Altinsoy's administration, but he sadly lacks Mr Karayalcin's charisma. In Izmir the present Anap incumbent, Mr Burhan Ozatura, is also saddled with infrastructural mistakes.

The SHP candidate, Mr Yuksel Cakmur, claims billions of lira have been poured into a scheme to clean up the heavily polluted Bay of Izmir without any noticeable improvement. For former premier Mr Suleyman Demirel, leader of the True Path Party, the local elections could turn out to be a struggle for survival. His personal appeal within the party has been flagging recently, there have been serious challenges to his leadership, and younger TPP members may start baying for new blood.

However, Mr Demirel, the grand old man of Turkish politics, has a shrewd empathy with the earthy mentality and humour of the small townsman and peasantry of Central Anatolia - and more than half of Turkey's 55m population still live on the land.

Minister's resignation fails to mollify Greek opposition parties

GREEK OPPOSITION parties yesterday continued to call for the wholesale resignation of the Socialist Government and an immediate general election, unimpressed by the resignation on Tuesday night of Mr Agapostemon Koutsogiorgas, Minister to the Prime Minister, writes Andriana Ierodiakonou.

Mr Koutsogiorgas, an abrasive populist in style and right-hand man to the Prime Minister, Mr Andreas Papandreu, is one of the members of the Government who was the subject of the most serious allegations in the Koskotas banking scandal.

At the same time, both the Communist and Conservative opposition yesterday condemned strongly a draft election law designed for use in next June's general election. They claimed that the law, unveiled by the Government, was specially rigged to favour the runner-up party. The Socialists are generally expected

to run second to the Conservatives next June.

Mr Koutsogiorgas is understood to have been involved closely in the drafting of the electoral system. As Justice Minister last summer he also masterminded legislation which, according to later claims by the Bank of Greece,

seriously hampered attempts to investigate the private bank owned by former tycoon Mr George Koskotas.

The central bank had to bypass the legislation in order to turn up information leading to the filing of fraud charges against Mr Koskotas. Opposition parties yesterday

took their battle to the streets, for the first time since the Koskotas scandal broke last October. Mass rallies were staged by the Communists in 32 towns around Greece, including Athens and Salonika. The Conservatives of the New Democracy party will demonstrate next Sunday.

Wider economic power for Soviet republics

By Quentin Post in Moscow

SWEEPING PLANS to give the individual Soviet republics more power over their local economies, in line with growing nationalist demands for greater autonomy, have been published in Moscow. They include more power to levy local taxes, vary local prices, and control agriculture, consumer industries, housing, health and education services.

However, the plans fall well short of the calls for devolution from the most assertive non-Russian republics, such as Estonia, Latvia and Lithuania. They would still leave virtually all heavy industry in central hands, including engineering, chemical industries, fuel and energy, and mining. At the same time, Moscow will keep control of banking and finance, currency circulation, foreign trade, and setting broad guidelines for prices.

A full text of proposed draft legislation on expanding the budget powers, "self-government and self-financing" of the 15 republics, was published in the national press for a proposed public debate. The main innovations would be in putting agriculture, consumer industries, environmental protection, housing and social services under republican government control. Many of these are the economy's biggest problem areas.

At the same time, the plan may set the scene for confrontation between Moscow and the republics on the highly-sensitive environmental issues, by granting responsibility for environmental protection to the republics, while leaving the most serious polluting industries under the control of national ministries. Republican plans for their own economic autonomy, such as in Estonia, have called for

far greater budget autonomy. The government there wants the power to decide its entire taxation system, simply agreeing to pay a fixed percentage to Moscow. It also proposes to bring all industrial enterprises under local control leaving only defence and foreign affairs to Moscow.

The Moscow plan does entail some drastic pruning of the central bureaucracy, including the outright abolition of a number of ministries, such as Gosagroprom, the agriculture super-ministry, and those responsible for water supply, forestry, bread products, internal trade and construction: all those responsibilities would pass to the republics.

Mr Mikhail Gorbachev formally proposed the dissolution of Gosagroprom in a speech to the Communist party's central committee yesterday.

However, as far as taxation is concerned, it would simply allocate republics a proportion of the two principal tax sources from enterprise profits, and sales taxes. The republics would in turn be allowed to tap only modest additional sources, including issuing shares, raising loans and organising lotteries, and imposing penalties for pollution.

According to initial calculations included in the draft legislation, the proposals would give the republics responsibility for 36 per cent of all industrial production, instead of only 5 per cent at the moment. The proportion is much higher in the small republics where there are fewer large mining, energy and other heavy industrial concerns. In the Baltic republics, for example, the local government would control between 57 and 72 per cent of all industrial activity, instead of 7-9 per cent.

Belgians give thumbs-down to regional devolution

By David Buchan in Brussels

BELGIANS HAVE been led by their politicians into a regional devolution of their state which few of them want, according to a survey.

Commissioned by an admittedly pro-federalist pressure group going under the unimpressive title of "Belgian and Proud of it", the poll confirms much anecdotal evidence that the average Belgian is less exercised about linguistic differences than his political representatives.

Yet there are in four eyes the devolution issue determined his or her vote in the last elections, according to the survey of 1,806 Belgians this year. Citizens of bilingual

Brussels are evidently less keen on regionalisation than inhabitants of both Flanders and French-speaking Wallonia.

This year's constitutional reform transfers some 36 per cent of the state budget to the country's three regions, and even gives regional executives powers to conclude some forms of international agreements.

This has caused controversy between national and regional ministers. But a majority of respondents to yesterday's poll said they wanted scientific research, international treaties and foreign trade accounts to stay in central government hands.

GLOBAL INTEGRATION THROUGH OVERSEAS INVESTMENT

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A Force for the Future

As Japan's pre-eminent control equipment company, Omron Tateisi Electronics occupies a unique position in the interface between humans and machines. With a product range spanning from electronic fund transfer systems, point of sales systems through to its newly launched 'fuzzy computers', the group is poised for continued rapid growth.

By Brian Robins



Mr. Yoshio Tateisi, President Omron Tateisi Electronics Co.

Robins: Has Omron Tateisi fully recovered from the downturn of the mid 1980's?

Tateisi: The mid 1980's coincided with the recovery from the so-called 'tanki' shock - the shock from the year's rapid appreciation.

We overcame its effects in two ways. One involved changing the nature of the company itself, and the second main point was the change in the external environment.

In common with many other Japanese companies, we had developed what we call the 'big company' disease. What I mean by this is that the pattern of our corporate behaviour was based on thinking purely as a manufacturing company. Secondly, perhaps unavoidably, after the rapid growth of the previous era, our organisational structure grew too large to respond quickly to the changing needs of the market.

More market oriented approach

We overcame this by a thorough decentralisation of structure and authority within the company.

What I mean by the thorough decentralisation of the institutional framework of the corporation, was that we established companies within the company. Each of these in-house corporations is responsible for R&D, manufacturing and sales. They are totally self-sufficient and directly market oriented. By achieving this decentralisation, we have matched our technology more closely to the needs of the market.

As to the external environment, there are two main issues. Society itself is changing from an industrial to an information-oriented society. Secondly, there is also the emergence of globalisation or the borderless economy, and we must keep these two points in mind when looking at the changes in the market.

Robins: At the same time, you increased R&D and capital spending significantly.

Tateisi: That is so, but not only the amount of capital investment, but also the level of human resources involved, where we have increased our activity substantially. So, taking this year's figure,

the percentage of R&D to sales is approximately 6 per cent. That figure should be increased even further in the future. I would like to increase it to around 8 per cent as soon as possible.

Robins: Can you explain the future spread of the group's operations?

Tateisi: There are four main areas to our technology strategy. First is C&C, or computers and communications. Second is control technology. Third is information system equipment - terminals and components. And lastly, control equipment - electro-mechanical components (EMC) and solid state components (SSC).

Improved interface through 'Fuzzy' technology

Looking to the 1990's and the next century, one important new technology is the so-called 'fuzzy technology'. We hope to introduce new products utilising this technology, and also to introduce this technology into our existing product line.

The idea is to have these types of technology or machinery, which seem more like human beings. This forms the core of our new technology.

Another is the area of sensors, which includes pattern recognition. We hope to develop sensors that will function as close as possible to the five senses of a human being, and integrating this with our fuzzy technology, we hope to have technology that is more human-like.

Robins: What new product

areas do you see emerging?

Tateisi: Firstly, I'd like to re-emphasise that the FA (Factory Automation) market is the main pillar of our business. FA control equipment accounts for about 60 per cent of revenues at the moment. We believe that in 10 to 20 years, it will still be a very promising market and there is still growth to be seen.

New opportunities in OA

Also, what we previously saw only on the production line, we are now seeing as a similar trend in the office - the push for higher productivity, efficiency and rationalisation. We see this as presenting many promising opportunities.

The third area with growth potential is distribution systems. Here, too, there is growing pressure for efficiency, productivity and further rationalisation.

The fourth area is home automation, with the change of lifestyles. The need is for a more comfortable home and more convenient living facilities. And finally, it is very important to provide a healthy and long life for society.

So, these are the five major markets we've defined, and we are developing specific targets and objectives to realise our ambitions.

Golden '90's strategy

We have named our 10 year strategy for the 1990's as being the 'Golden '90's'. This will be implemented from the beginning of next year. In this plan, we have to think just what will be the pillars of the company's operations in the 1990's, and also the next century.

We have to know where we are going and which divisions will be responsible for developing in these areas.

Robins: The company has adopted a new globalisation strategy. Could you please provide some details?

Tateisi: As you are aware, 20 per cent of our sales are devoted to exports, so the weight of this area is not so great as yet. So why are we implementing a new globalisation strategy?

One reason is 'tanki'. With the appreciation of the yen, we cannot develop overseas simply by exporting. We have to take the exchange rate into consideration. So we have to mutualise, or offset, the impact of the exchange risk on our operations.

Also, taking customer considerations into account, the focus is increasingly on the system, our service and increasingly on the software aspects. That demands that we have closer contact with our customers than was the case previously when we were more hardware oriented.

Localisation in major markets

Lastly, but very importantly, we have the localisation of our businesses overseas. We want to contribute not only to the local employees but to people of that region or society. That is the only way companies can survive.

We at Omron Tateisi have a company constitution which calls for working to improve standards of living and for a better society. With this slogan, the relationship between the company, the individual and society is the key, and

we want to be integrated in each region, or area where we are active. That is not possible if we operate just as an exporting company.

In each of our so-called four global centres - North America, Europe, Asia-Pacific and finally Japan - we aim to achieve a self-sufficient type of business in each of these regions, which we hope to realise in the 1990's.

At present we have 40 bases globally in 22 countries. So we have established regional headquarters. So far for Europe, in Amsterdam; in Asia, Singapore, and from March the North America base will be in Chicago, Illinois. Each of these organisations is called the Omron Management Centre of the relevant region.

Robins: To achieve your ambitions, capital spending will remain high. Can we expect any fund raisings during the next twelve months?

Tateisi: We hope to build up our company's infrastructure during the 1990's. During the first half of the 1990's, we envisage a large spending programme for the development of technology, globalisation, revolutionising production and arming ourselves with information. But, looking just to the year ahead, most likely there will be a capital issue, but we will be on the look out for the most advantageous opportunities presented to us. We do not intend limiting ourselves to either the domestic or overseas markets for capital raisings.

Robins: Finally, Omron Tateisi has a reputation in Japan for community services, especially helping handicapped people. Can you provide some details, please?

Tateisi: This goes back to our corporate constitution, and the philosophy which has been with the company from the beginning. It goes back to the personal philosophy of the company's founder, Dr. Kazuma Tateisi, that one who makes others happy will be himself happy. So, we began working with Japan Sun Industries (Taiyo-no-Ie in Japanese) at Beppu, in Kyushu. In 1972 we established Omron Taiyo which has 150 employees, including severely disabled persons. Since then we have established Omron Taiyo as a subsidiary of the company in Kyoto in 1985, with about 100 employees.

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Omron Tateisi Electronics Co.
10, Tsuchido-cho, Hangazono, Ukyo-ku
Kyoto, 616 Japan
Telephone: (075) 463-1161
Telex: 5422889

Omron Management Center of Europe B.V.
Planetenweg 77, 2132-HM Hoofddorp
The Netherlands
Telephone: (2503) 82-162
Telex: 44-71343

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OVERSEAS NEWS

Botha ignores party calls to resign

By Anthony Robinson in Cape Town

PRESIDENT P W Botha yesterday underlined South Africa's unresolved leadership crisis by simply ignoring party calls to resign and by presiding over both the pre-budget cabinet meeting and the presentation in parliament of an avowedly non-election budget.

In a breathtaking display of business as usual Mr Botha signalled his return to active politics by turning up early for the cabinet meeting in the expensively restored and enlarged Tynhuis presidential complex next to parliament.

He was ready for work despite having spent the previous evening playing the gracious host at a reception in his official home of Westbrooke.

It was by all accounts an

excruciating evening for some of the guests. Planned well before his stroke two months ago the reception was in celebration of his 46th wedding anniversary.

Many of his party and cabinet colleagues were present, including Mr F W de Klerk, his challenger.

Best known for his volcanic temper and withering stare Mr Botha and his devoted wife Biko were graciousness personified the dinner.

"I think he wanted to shame us and make us feel guilty for our disloyalty," one guest commented yesterday on condition of total anonymity.

According to a reliable source some ministers entered the cabinet room with shaky knees fearing that the President would work around the table asking each one to

explain his behaviour over the past tension filled weeks.

Instead he got straight down to business - the finer details of the budget speech to be read in the afternoon by Mr Barrow du Plessis, the Finance Minister.

After lunch Mr Botha was among the first to enter the new enlarged chamber especially built for those gala occasions when members of all three of the racially segregated houses of parliament sit together.

He wandered quietly in and sat down in his usual seat amid a buzz of activity with the presidential suite a couple of steps lower than the speaker's dais.

One by one as members trooped in they paid obeisance and Mr Botha dutifully rose to



Botha: Tying in the face of his party's disapproval

MPs barred after Gandhi murder report uproar

By David Housego in New Delhi

MORE THAN half the Indian parliamentary Opposition was suspended from the Lok Sabha until the end of the week in an unprecedented move that followed a second day of uproar in the House.

Clapping their hands, thumping the table and singing in chorus, the Opposition stalled all business in the Parliament, demanding that the government publish the report of the Thakkar Commission into the assassination of Mrs Gandhi, the former Prime Minister in 1984.

Details of the report, which alleges that Mr R.K. Dhanwan, a senior adviser to Prime Minister Mr Rajiv Gandhi, could have been involved in Mrs Gandhi's death, were published in the Indian Express yesterday.

Mr R. K. Dhanwan, formerly a special assistant and close confidant of Mrs Gandhi, was with her at the time of her murder. The government said yesterday that a special investigation ordered in the wake of the Thakkar report had cleared Mr Dhanwan of any complicity in the murder.

The statement was not enough to silence Opposition members who are barred under Parliamentary rules from discussing the issue until the report has been tabled in the House.

Justice Thakkar's report had remained a secret until the press leaks on Monday. The government yesterday refused to hedge from its position that Parliament had voted to keep the report confidential and that it would not release it.

As the clamour reached a crescendo, the Speaker said that the Opposition's behaviour had brought shame on the Assembly.

Sixty-three members were suspended for "misbehaviour" under a motion brought in by the government, including Y.P. Singh, the leader of the Opposition. Other Opposition members walked out in protest.

Most observers took the Opposition's campaign to reflect the closeness of the election, and their eagerness to seize on any issue that could undermine Mr Gandhi or one of his close advisers.

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Pretoria adopts neutral budget with defence outlays up 22%

SOUTH AFRICAN taxpayers face higher sales and excise taxes and no relief from fiscal drag after a neutral budget designed to keep overall spending in check despite higher defence spending and a sharp rise in the cost of servicing the government debt.

Anthony Robinson reports from Cape Town.

Introducing what he called a budget combining economic responsibility with political integrity Mr Barrow du Plessis, the Finance Minister, budgeted for a 15 per cent rise in spending over last year's upwardly

revised estimates to R65bn (\$14.9bn) and a 16 per cent rise in revenue to R59bn.

A R1bn contingency fund for unexpected payments is built into this year's expenditure figure, while the deficit before borrowing is planned to decline to 4.1 per cent of GDP from the revised 4.4 per cent last fiscal year.

With inflation expected to rise to 15 per cent this year the intention is to freeze both revenue and spending in real terms after a rise nearly 30 per cent above budget on both sides last year.

Mr du Plessis said income tax payers would get only minimal relief from fiscal drag through a small increase in tax-free allowances, while sales tax will rise from 12 to 13 per cent and higher excise duties will raise the cost of tobacco, beer and spirits. It was, he emphasised, not an election budget.

Mr du Plessis introduced minor changes in mining taxation which will cost the exchequer R21m in lost revenue from gold mines and R22m from other mines.

The maximum theoretical

marginal rate on gold mines will fall to 68.72 per cent from 70.5 per cent while the 15 per cent surcharge on non-gold mines has been reduced to 12 per cent.

Spending on education, the largest single item of budget expenditure, is set to rise 19 per cent to R11.8bn, but the biggest rise is in the budgets of the protection services of defence, police, justice and prisons.

Taken together spending on security will rise 22.3 per cent to R14.5bn, of which R2.4bn will be spent by the police, a

rise of 30 per cent, and R9.94bn by the defence force.

The latter represents a 21.5 per cent rise over last year's budgeted R8.19bn, which was itself 22 per cent higher than the 1987 allocation.

In the short run independence for Namibia and peace in Angola has clearly not led to a drop in military spending. Only financial aid to Namibia shows a 62 per cent drop to R120m from R300m last year.

Higher interest charges meanwhile are the main factor behind a 34 per cent rise in debt service charges to R9.97bn.

The basically neutral tone of the budget and its stated intention to keep spending and revenue on a plateau in real terms represents in effect a tightening of overall fiscal policy.

As such it complements last month's rise in interest rates. The overall aim is to cool the economy and reduce GDP growth to 2 per cent from 3.2 per cent last year in order to ensure a R4bn surplus on the current account of the balance of payments and keep inflation to a 15 per cent limit.

Israel and US break little fresh ground

By Peter Riddell, US Editor in Washington

THE US and Israel remained some way apart publicly in their views on the scope and nature of new Middle East initiatives following the extensive talks in Washington this week by Mr Moshe Arens, the Israeli foreign minister.

President George Bush has said he expects "new ideas" from Mr Yitzhak Shamir, the Israeli Prime Minister, when he visits Washington next month. Mr Bush said he hoped when Mr Shamir came to the US "we can move forward in some way toward the peace that everyone here aspires for."

Mr Arens, however, played down US calls for a commitment to talks leading to longer-term solutions which would meet Israel's security needs and Palestinian demands for self-determination. He said the only useful strategy was one that focussed solely on interim arrangements.

He firmly ruled out negotiations with the Palestine Liberation Organisation and argued that the gap between Israel and the Palestinians was too large to be bridged at the moment.

However, in Congressional testimony, Mr James Baker, the US Secretary of State, said that if "meaningful" direct negotiations with non-PLO Palestinians were not possible, "we would then have to go to negotiations between Israel and the representatives of the PLO."

There has been no specific pressure from the US on Israel to talk with the PLO.

During his visit Mr Arens was left in no doubt by members both of the Administration and of Congress that, while the US remains totally committed to Israel, there is growing public and political impatience over the Israeli handling of the Palestinian uprising.

Arafat truce proposal revives PLO split

By Laima Andoni in Amman

STRAINS have re-emerged within the Palestine Liberation Organisation over proposals by Mr Yassir Arafat, the PLO chairman, for a conditional halt to Israeli attacks against the Israeli army in south Lebanon.

Mr Arafat has recently indicated readiness to authorise a qualified truce in south Lebanon, on condition that the Israelis cease using live ammunition against Palestinians in the occupied West Bank and Gaza Strip, stop deporting Palestinians, and halt air raids on refugee camps in south Lebanon. But his plan has been rejected by two major Palestinian factions based in Damascus, who have pledged to continue operations against Israeli "military institutions".

The debate exposes frustrations within the PLO at the lack of progress towards reviving the Middle East peace pro-

cess since the organisation launched its political initiative last November. Mr Arafat's proposal followed a spate of attempts to infiltrate Israeli borders by Damascus-based Palestinian factions in south Lebanon. The US has suggested that these attacks may jeopardise its recently-opened dialogue with the PLO.

Officials from the left-wing Democratic Front for the Liberation of Palestine and Popular Front for the Liberation of Palestine, contacted by telephone in Damascus, said that they opposed the principle of a truce in south Lebanon outside the framework of a comprehensive peaceful settlement of the Palestinian problem.

"We are aware that Israel would never accept Arafat's conditions but we feel that such proposals would start a compromise on the principle of armed struggle itself," a DFPLP

official said. They said that the factions remain committed to a PLO pledge, made last November, not to attack civilian Israeli targets inside or outside Israel.

The debate over a truce in south Lebanon has highlighted a series of recent mutual recriminations between the two factions and Mr Arafat's mainstream Fatah faction.

Over the last two months Dr George Habash, the DFPLP leader, has accused Mr Arafat of not adding by resolutions endorsed last November by a meeting of the Palestine National Council, the Palestinians' top decision-making body.

They have been particularly angry that Mr Arafat had not provided Arab states agreed, in a statement issued in Beirut, the DFPLP, which

British protests over bar on QC anger Singapore

By Robin Pauley, Asia Editor

SINGAPORE has reacted angrily to protests by the British Government against the decision to bar Mr Anthony Lester, the eminent British QC, from appearing in court in Singapore.

Mr Shammugan Jayakumar, Home Affairs and Law Minister, said in parliament yesterday that the decision to bar Mr Lester from the Singapore government to release political detainees had nothing to do with the British government.

He said he was surprised at a British protest against the Singapore decision not to grant a professional visit pass to Mr Lester, who represents Mrs Teo Soh Lung, a political detainee, who is making a habeas corpus appeal against the Singapore Government.

Mr Jayakumar said Mr Lester had abused the privilege granted to him as a Queen's Counsel. He had "threatened and intimidated" the Singapore government and campaigned for his client beyond the confines of the court.

A British statement regretting Singapore's action said: "His Minister from the courts in Singapore is bound to cause widespread dismay going beyond the United Kingdom." Some Singaporean MPs, worried about pressure on the country's legal system, suggested in Parliament that it was necessary to have such a permanent court of appeal in Singapore to enhance Singapore's role as a regional financial centre. Mr Jayakumar agreed it was a good idea.

In January Singapore's parliament amended the constitution to bar Singapore courts and Britain's Privy Council from questioning the government in cases of detention without trial. The amendment allows courts to review detention cases only on technical grounds.

Israel completes Sinai pullout

By Eric Silver in Jerusalem

TEN YEARS to the month after the Israel-Egyptian peace treaty, Israel yesterday completed its evacuation from the Sinai peninsula it conquered in the 1967 war.

Border police and Foreign Ministry officials withdrew at noon from the 300 square kilometre Tabuk area on the Red Sea coast with good grace but no ceremony. The blue and white Star of David flag had been lowered the previous night. Workers from the neighbouring town of Eilat, whose jobs are endangered by the withdrawal, marched out defiantly singing. The people of Israel will live.

A huge red, white and black Egyptian banner was raised after the transfer, and hundreds of Egyptian labourers broke into their national anthem and cried: "Allah is great."

Both Israel and Egypt had

Israel completes Sinai pullout

claimed ownership of the enclave, where Israeli investors built a luxury resort hotel and a holiday village after the evacuation of Sinai had begun.

An international arbitration panel backed the Egyptian case at the end of last year. Egypt agreed to pay \$32m for the hotel, which will continue to be managed by its Israeli founder on behalf of the American Sonesta chain. The border will remain open with a minimum of formalities.

Mr Yitzhak Lior, deputy director-general of the Israeli Foreign Ministry, said before leaving Tabuk: "We went to court, and this was the decision. At the bottom line, we arrived at a mutual compromise without scars."

Mr Alon Liel, the Foreign Ministry spokesman, confessed to mixed feelings. "From the one hand we see the sadness of the hotel workers, the people

of Eilat who love this place. But from another hand we have a lot of hope. We believe that if we remove this obstacle, we might have better relations with Egypt, and this is a very important thing for us."

The Egyptian consul in Eilat, Mr Ahmed Maseri, added: "I hope this will be a bridge to peace between the two peoples. A new era is going to be started."

Senior officials in Cairo and Jerusalem took a more sombre view. Mr Butros Ghali, the Egyptian Minister of State for Foreign Affairs, welcomed the withdrawal as a victory for the rule of international law but warned there could be no comprehensive peace without Palestinian self-determination.

Hours before Israel withdrew two Palestinian gunmen attacked an Israeli army base on the Egyptian border at Rafah.

Likud achieves fresh poll gains

By Eric Silver in Jerusalem

THE right-wing Likud has consolidated its conquest of Israeli local government. After rerun polls in 27 towns on Tuesday, Likud now controls 44 to Labour's 32.

The first round on February 28 marked a breakthrough for the Minister of Housing, Yitzhak Shamir's party, which won only 26 councils to Labour's 54 in the last elections five years ago.

Likud hailed their triumph as an endorsement of the Prime Minister's hard-line foreign policy, though barely 50 per cent of the Jewish voters went to the polls and the contests were fought on local issues and personalities.

The municipal elections will reinforce the Prime Minister's confidence in resisting US and European pressure to talk to the Palestine Liberation Organisation.

Siege mentality prevails among India's Moslems

David Housego reports on rising religious tensions in the furor created by Salman Rushdie's book

THESE are hard times for Indian Moslems. A sense of solidarity over Salman Rushdie's book, "The Satanic Verses", has strengthened their feeling of being a beleaguered minority - albeit 100m strong - struggling to assert their religious and cultural identity in a country reluctant to accord it.

Most are angry at what they regard as Rushdie's insult to the Prophet, supported by the banning of the book by the Indian Government and would probably like foreign governments to do the same.

A large number - including most evidently the Shi'ite community - sympathise with Ayatollah Khomeini's call for Rushdie's death. At Alligarh Moslem university - the major Moslem teaching institution in India - students have scrawled on the walls such slogans as "We are willing to kill Rushdie" and "Big pig Rushdie".

While this siege mentality predominates, it is easier for extremists within the Moslem community to voice their opinions while liberals hesitate for

fear of being accused of betrayal.

By contrast, both liberal and fundamentalist Hindus were against the banning of the book and outraged that the Indian Government has not condemned Khomeini's action.

What government officials justify as a cautious stance intended to defuse communal tensions and safeguard India's relations with the Moslem world, many Hindus see as a further example of pandering to reactionary Moslem sentiments. The controversy comes at a time when tensions between the two communities - Moslems represent about 11 per cent of India's 800m population - are again on the increase.

They were at their worst during partition when hundreds of thousands were killed in the riots that preceded the break-up of the subcontinent and the creation of Pakistan. But communal tensions subsided during the 1960s and early 1970s when the two countries twice went to war and Indian Moslems demonstrated their loyalty to India. Apart

from the Rushdie issue, there have been a host of other controversies of late - Hindu claims to recover temples that lie under mosques, bitterly-disputed legislation reinforcing Moslems' rights to their own divorce practices - that have again ignited tempers. In the background has been the continuing drumbeat of communal riots - Delhi, Meerut, Muzaffarnagar and most recently, Bombay and Kashmir over Rushdie's book.

It must be tough and go whether the dynamics of the Rushdie affair will trigger off further rioting. Behind this deterioration in communal relations lie many factors including greater competition for jobs with unemployment rising, Moslems' generally lower levels of education, the growth of fundamentalism within both communities and with it the growth of an intolerance that has strained India's secular philosophy.

But an important factor also is that Indian Moslems have not resolved their basic dilemma of how far they want to be absorbed within the

Indian community, competing for education and jobs, and how far they want to assert their own religious and cultural identity - with the risk that this could confine them to the ghetto.

Grievances have smouldered over the years. Only 270,000 Moslems get a college or university education compared with 3.6m Hindus according to unofficial estimates - a proportion well below their population ratio. One reason is that the Moslem-educated elite left India for Pakistan after independence and that the poor remained.

But Moslems also claim it is indicative of the Government's priorities - there are more police stations than schools in the crowded Moslem districts in city centres.

Moslems also believe that that recruitment to government service is biased against them. Syed Hashem Ali, vice-chancellor of Alligarh University, recounts that when he first arrived there students were so demoralised by the lack of prospects of getting into the IAS (the Indian

Administrative Service, the top echelon of the civil service) that they did not bother to take the entrance exam.

Notwithstanding this sense of injustice, Moslems have also become more assertive over the years. They have shared in the resurgence of Moslem self confidence since the growth of Middle East oil wealth. By migrating to the Middle East for work, they have shared in that wealth - as the host of new mosques along the Kerala coastline and in Maharashtra testify.

Hindu irritation with the Moslem community takes two forms. Extremist organisations still treat Moslems as a type of "fifth column", resent the Moslem community as an impediment to making India a fully Hindu state and stir up fears that a higher Moslem birth rate could one day make Hindus a minority in their own land. Bal Thackeray, the head of the extremist Bombay-based Shiv Sena, does not bother to conceal his hate. "The Moslems have a slogan amongst themselves: we smiled and we got Pakistan, but now we will

fight and get India," he says. "We should not be prepared to accept Nehru's blunder of secularism just to appease Moslems."

A second type of irritation is felt by what sociologists in Delhi call "modern Hindus" - those who wear their religion lightly but who see that education and the acceptance of change is the key to a stronger India.

For these "new nationalists", the Moslem community's adherence to its own personal law - marriage and divorce customs, the wearing of purdah for women and resistance to family planning - puts an unacceptable brake on India's overall development.

Mr Adil, president of the Shia College in Lucknow, argues that most Hindus know they cannot afford to allow communal relations to degenerate into permanent confrontation. He says the Moslem community can hold the Hindus to task such a risk: that Moslem wealth in India is growing and that India cannot afford to alienate the Moslem countries that flank it to the

Singapore court reserves judgment on AWSJ appeal

By Robin Pauley

A SINGAPORE court yesterday reserved judgment on an appeal by the Asian Wall Street Journal which asked the court to restrict a government order restricting its sales for allegedly "engaging in domestic politics".

Mr Louis Blom-Cooper, the British QC and new head of the British Press Council, is representing the newspaper and said that Mr Yeo Ning Hong, the Information and Communications Minister, had exceeded his power when he slashed the Journal's circulation to 400 from 5,000 in 1987.

The Government pronounced that the newspaper was interfering in local politics after it refused to publish a government rebuttal to an article on Singapore's securities market.

"Reporting on, and commenting on, cannot be equated with engaging in domestic politics. It is the function of newspapers to be critical of governments and portray them in a negative light," said Mr Blom-Cooper.

Mr Tan Boon Teik, the Attorney-General, opposing Mr Yeo, argued that the phrase "engaging in domestic politics" could be defined only by the minister on a case-by-case basis and not by the court. He said the court had no power to quash the order unless it was shown that Mr Yeo had abused his authority.

The Singapore Government has adopted an increasingly harsh attitude to foreign publications and a number have released their journalists elsewhere in Asia. Two other Hong Kong-based publications, the Far Eastern Economic Review and Asiatweek, have also had their circulations restricted.

The restriction on Asiatweek, which was restricted to 500 copies in October 1987 was eased to 5,000 last October. But that is still well below the circulation of 8,000 which the magazine had achieved in Singapore before the restrictions were imposed.

S Korean workers win backing from professors

By Maggie Ford in Seoul

SOUTH Korean workers, struggling to set up legal trade unions in the face of strong resistance from big business, yesterday made an important breakthrough by winning the support of the country's academic establishment.

Nearly 600 influential professors from 41 universities issued a statement strongly criticising the Hyundai business group, whose shipyard workers have been on strike for three months.

The academics, whose views cannot be ignored by the Government, supported the workers' right to negotiate with management and condemned violence used at Hyundai to suppress the trade union. They urged Hyundai to begin negotiations at once and apologise for its past activities.

The Hyundai shipyard strike attracted public criticism after a gang of men attacked union leaders, injuring 20 people. A number of union leaders have been arrested and the company has refused to negotiate with its staff.

The professors demanded that Hyundai cease using violence and start negotiating with employees, apologise for its behaviour and compensate the victims.

They also urged the Government to revise the labour laws and to release all jailed workers.

MPs barred after Gandhi murder report uproar

Police beat a Moslem in protests over The Satanic Verses

west and east. On the other hand, relations are unlikely to improve until Moslems feel they have the same opportunities as Hindus and can hold the same responsibilities.

Syed Hashem Ali believes the clue to this is that Moslems must become better educated.

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AMERICAN NEWS

Mexico talks stress Japan's role on debt

By Peter Riddell, US Editor in Washington

MR Pedro Aspe, the Mexican Finance Minister, is making an unexpected visit to Tokyo to discuss his country's debt problems after two days of talks with the US Treasury in Washington.

This detour, on his way to the annual meeting of the Inter-American Development Bank in Amsterdam, underlines the expanded role which Japan now has in providing additional finance for heavily indebted countries such as Mexico, both via the multilateral institutions and directly through the Export-Import Bank of Japan.

Mexico is understood to be seeking a package that includes both a reduction in the burden of its \$107bn foreign debt and commitments of fresh money over the next six years totalling some \$42bn. However, there is no certainty about the substance of Mr Aspe's Washington visit. But US officials have publicly stressed the importance they attach to early agreement with Mexico.

President Bush has also acted to remove any lingering uncertainty about his attitude to the proposals outlined last Friday by Mr Nicholas Brady, his Treasury Secretary.

Argentine currency dives further against dollar

By Gary Mead in Buenos Aires

ARGENTINA'S economic crisis worsened as the peso continued to demand for the US dollar jumped by 10 per cent in one day on the black market.

The austral dropped fractionally at the end of last week to below 40 to the dollar but heavy trading yesterday saw it top 43 australs.

The continuing heavy demand for dollars reflects consumer fears that inflation is again out of the Government's control and that March will see a rate of 15 per cent or more. Consumers use the dollar as a prime and liquid hedge against inflation. Electrical goods such as imported Japanese TV sets, have already increased by 30 per cent during the first week of March. Other goods - including domestically produced goods - are certain to follow suit.

MP for Reform Party

By David Owen in Toronto

THE recently-formed Reform Party of Canada is to send its first MP to Ottawa after a by-election upset in the rural Alberta constituency of Beaver River.

Ms Deborah Grey, 37, a teacher, won for the right-of-centre party by a comfortable margin of more than 4,000

votes. She was placed fourth behind the Conservative victor, Mr John Dahmer, in November's general election.

The Reform Party was founded 16 months ago to promote the interests of Canada's western provinces. The by-election was prompted by Mr Dahmer's death.

Impending big price increases have been implicitly recognised by leading private sector employers and government officials, as shown by current wage settlements. Mr Torcuato Sozio, Under-Secretary in the Ministry of Labour, said this week that it was government policy to ensure wage levels kept pace with inflation.

Public sector pay awards this week include 40 per cent to gas workers (averting a 24-hour stoppage yesterday) 33 per cent for health workers, and almost 30 per cent for railway employees, all covering the first two months before a presidential election, it appears that the Radical Party government has accepted that President Raul Alfonsin's promise to keep inflation below 10 per cent is a dead letter.

IADB seeking a new role after the lost years

The deadlock that has hampered the bank may end soon, reports Stephen Fidler

FOR the last three years of what its president has called Latin America's lost decade, the Inter-American Development Bank has itself been unable to find its way. A dispute over US demands for shareholders to have a right of veto over loans has held up a planned increase in capital and contributed to despondency about the role of the institution.

While the outflows of resources from highly-indebted countries have been running at close to \$30bn a year, the bank's lending slumped in 1988 to half of its 1984 peak of \$9.5bn. Founded in 1960 to channel development funds to Latin America, it was receiving more in interest and principal payments from the region than it was making in loans.

The bank commissioned a high-level external review group, which announced its findings in December. The IADB had "lost its space", it declared, adding that "precisely at a time when its assistance was most required, the bank has simply not adjusted to the region's needs."

Yet, as finance officials and bankers gather for the annual meeting of the 44-nation IADB in Amsterdam, there is an air of optimism abroad for the first time in years. Hopes are high that at this meeting, a formula will be announced under which the US will drop its objections to the capital increase.

The breaking of the deadlock between the US and the main Latin American shareholders has been a prime objective of the man who took over as president of the bank last year, Mr Enrique Iglesias, a former finance minister of Uruguay. As a prelude to that, he has embarked on an external restructuring of the bank and a reassessment of its external direction.

The essence of the dispute was the unsatisfactory way the Reagan administration with the bank's operations and lending policies. Unless they were overhauled, the US would not



Iglesias embarked on process of internal reform

ask Congress for the funds for the capital replenishment.

The dispute boiled down to whether the lending nations, including the US with 34.5 per cent of the votes, should have the right of veto power over loan decisions. A compromise which now seems close would

give delaying power but not an absolute veto.

That compromise was brought closer by a meeting on Monday in Washington between Mr David Mulford, responsible for international affairs at the US Treasury, and representatives of Brazil, Venezuela, Mexico and Argentina, which between them account of 36.9 per cent of the bank's shares.

An agreement would clear the way for an increase of \$6bn-\$8bn in callable capital over the years 1990 to 1993 which would allow the bank to triple its lending from its 1988 level within two to three years, Mr Iglesias said in an interview in Washington last month.

It should also allow the bank, traditionally a project lender, to make policy-related loans focusing on specific sectors of the economy.

Under the current callable capital stands at \$42bn, of which \$2.6bn is paid in. Traditionally, it borrows only

against the callable capital subscribed by countries with a prime triple-A credit rating.

Mr Iglesias said that he had already embarked on an internal reform of the bank. It is shedding a net 10-15 per cent of its staff of 1,900 by mid-year, even after some extra staff have been taken on to reinforce its policy-lending capability.

Even if the deal with the US is secured, Mr Iglesias will have to work hard to overcome the image of the bank as a resting home for long-serving Latin American finance officials and to give it into the 1990s a central, rather than its current peripheral role, in ameliorating Latin America's debt problems.

If the debt plan outlined last week by Mr Nicholas Brady, US Treasury Secretary, was evidence of a less ideological and more practical approach to the potential security problems posed by instability in Latin America, the IADB could be another beneficiary of that.

Brazilian unions hail stoppage

By Ivo Dawson in Rio de Janeiro

BRAZIL'S 48-hour general strike was winding down last night amid fiercely contested claims and counter-claims over the impact of the protest against the government's pay freeze.

While ministers and employers' leaders argued that the strike had only been partial, trades unionists were hailing it as an unprecedented success.

Mr Jair Mesquita, the president of the radical union federation Central Unica dos Trabalhadores (CUT), described the outcome as "a calm show of force," which had seen stoppages by 70 per cent of unorganised labour in Sao Paulo, the country's industrial heartland.

However, Mr Oscar Diaz Correa, the Justice Minister, dismissed backing for the strike as weak, with less impact than expected across the country as a whole.

Independent commentators were divided over the outcome though most agreed that the nationwide stoppage had had significantly greater support than two earlier 24-hour strike calls, largely because of strong backing from public transport workers.

Eastern running 10% of flights as bankruptcy filings mount

By Anatole Kaletsky in New York

EASTERN Airlines, the strike-bound US air carrier which filed for Chapter 11 bankruptcy protection last Thursday, has been managing to operate only about 10 per cent of its 1,040 flights scheduled daily, according to aviation analysts.

This is despite intensified moves by the management to attract customers with very steep price cuts and find pilots willing to cross the picket lines set up by its 3,000-strong members, which faced several Eastern with a minor legal victory on Tuesday when a Federal court extended its ban on secondary action by railway workers in support of the machinists. But this was small comfort to the company's management which faced several new legal difficulties as a result of filings this week in the bankruptcy courts.

The most important challenge to the bankruptcy strategy chartered by Mr Frank Lorenzo, the chairman of Eastern's holding company, Texas Air, came from the Air

Line Pilots Association. The ALPA asked Judge Burton Lifland of New York, who is overseeing the bankruptcy proceedings, to appoint an independent trustee to take control of all of Eastern's assets.

In calling for this appointment, the pilots argued that Eastern had been improperly transferring assets for less than market value to the Texas Air holding company.

While US bankruptcy experts gave the pilots little chance of winning their argument over trusteeship, there seemed to be a serious possibility that the unions would be able to achieve one of their major tactical objectives - to force Texas Air and its non-unionised subsidiary, Continental Airlines, into the court battles.

The sale of Eastern's computerised reservations system to Texas Air for only \$100m in long-term junk bond securities, was seen by analysts as the most controversial of these

transactions, although it occurred nearly two years ago.

In a related legal wrangle, the unions said that they hoped to join with other creditors in blocking or at least delaying further the proposed sale of Eastern's highly profitable New York-Washington-Boston shuttle operations to Mr Donald Trump the New York property developer.

To put additional pressure on Mr Trump and other potential buyers of Eastern assets, the pilots union announced that it would instruct its members to refuse to fly any Eastern aircraft or routes unless these operations were acquired along with their existing unionised staff.

Because of a nationwide shortage of experienced airline pilots, such boycott tactics appear to have a much better chance of success in the present dispute than in Mr Lorenzo's previous clash with the unions, when he took Continental Airlines into bankruptcy in 1982.

Banks report new pressure on prices

By Anthony Harris

CONTINUED pressure on costs and prices, including renewed pressure on food prices from abnormal weather, and strong export demand are reported by the member banks of the US Federal Reserve. There is little financial pressure reported.

In their report on current conditions, known as the beige book - a briefing for the next meeting of the Federal Open Market Committee - they characterise growth as "moderately strong". Car sales are, by contrast, weak, and the banks

report some inventory problems.

Retail sales apart from cars are reported as unusually strong, supported by high consumer confidence, though this trend may be upset by an early Easter. The clothing market is recovering from an 18-month depression and electronics and furnishings are also strong features.

The inflation report is moderate in tone. "Despite additions to productive capacity and improvements in efficiency

that are forestalling widespread bottlenecks, material and product prices are edging up, albeit sporadically and at an uneven pace," says the report. "Labour markets continue to tighten, with labour shortages reported for both skilled and unskilled workers."

Manufacturers expect stronger future price pressures "due either to current strong conditions or attempts to pass through last year's large increases for particular inputs".

Venezuelan papers hit by new rate

By Joseph Mann in Maracaibo

PUBLISHERS of 48 provincial newspapers in Venezuela have warned a congressional committee that many could be forced out of business, or to drastically reduce their operations because of the effects of the recent devaluation of the bolivar.

Costs for importing newsprint have risen already by more than 150 per cent, they told the committee.

The plight of newspaper publishers reflects a general problem facing businesses in Venezuela after the government devalued a major devaluation last weekend.

Under the government's move, Venezuela's official exchange rate of 14.5 bolivars to the US dollar was eliminated and all international commercial and financial transactions must now be carried out at the free market rate.

On Tuesday the bolivar closed at around 38 per dollar on the open exchange market. This means that imported goods will now cost Venezuelans 182 per cent more than before the devaluation.

Exporters located outside Caracas have less access to advertising than those in the capital region, and thus are generally not so well prepared to confront the devaluation.

Other industries affected by the devaluation will also be forced to close down in some cases. Exports of such mobile assembly plants, for example, sold an estimated \$700m in letters of credit related to past imports. They will have to absorb huge foreign exchange losses simply to settle these outstanding credits.

Bush bows to pressure on gun imports

By Peter Riddell

THE Bush administration has bowed to public protests over the sharp rise in drug-related shootings in Washington and other US cities by imposing a ban on the import of semi-automatic assault weapons.

This represents a change of view by President Bush, a life member of the National Rifle Association. The move is in response to calls from Mr William Bennett, director of the Office of National Drug Control Policy, more commonly known as the drug "czar", from several police chiefs and from Mrs Barbara Bush, the President's wife.

The ban, decided over the past few days, will affect the import of 110,000 AK 47s, Dats and similar assault weapons for which applications are pending. However, such imports account for less than a third of the semi-automatic market in the US and these are not federal proposals to ban domestic production.

The growing level of public concern over the issue has been reflected in the narrow vote by the California Assembly to ban the sale of semi-automatic rifles from January 1 and to require their registration by owners.

Congressional supporters of tighter gun control welcomed the move as a first step but said it would do little to deal with the problem of drug-related violence.

Eagleburger questioned on Kissinger links

By Peter Riddell

MR Lawrence Eagleburger, the deputy Secretary of State designated, was yesterday grilled closely about his close association with Mr Henry Kissinger, the former Secretary of State and hard-line figure among the conservative right in the US.

Senator Jesse Helms, the standard bearer of the conservatives, subjected Mr Eagleburger to close questioning during a confirmation hearing in the Senate Foreign Relations Committee.

However, virtually all other senators supported the nomination in questioning which focused on changing relations with other countries.

Mr Eagleburger described the operations of Kissinger Associates, the international foreign policy consultancy, for which he worked. However, while acknowledging his close links with Yugoslavia, where he was US ambassador from 1977 to 1981, he denied acting as a lobbyist or in any way contrary to US policy.

The questioning was conducted by Senator Helms with his usual heavy humour. "Can I call you Larry, or Mr Eagleburger?" "If my brother was sitting there I would ask him the same questions."

WORLD TRADE NEWS

VW to use more E German parts

By David Goodhart in Bonn

VOLKSWAGEN of West Germany is stepping up its production of components in East Germany to take advantage of lower production costs in that country, and may eventually produce whole cars across the inner-German border.

The company announced at the East-West trade fair in Leipzig that it had signed a long-term cooperation agreement with the East German organisation Helm-Electric and the motor "Kombinat" Rulbia. In the next five years the East Germans will deliver a variety of VW components including lights, windshield wipers and starters.

Some VW engines are already made at an East German plant in Karl-Marx-Stadt but, according to Mr Carl Hahn, the VW chairman, the number of 1.1-litre engines produced there will be rising to 300,000 per year. About 100,000 will be sent back to West Germany.

Caricom trade increases

THE Caribbean Economic Community (Caricom) has reported an increase in trade among its 13 members for a second consecutive year. This suggests an end to the decline in community trade which set in after 1981 and which was arrested in 1987 when the value of regional imports grew by eight per cent.

The community, which is made up of the English-speaking countries of the region, including Belize in Central America and Guyana in South

America, said the value of trade among members in the first nine months of last year reached \$283.5m, which was nine per cent higher than the corresponding period of 1987.

The growth in intra-community trade is likely to increase following an agreement by the members last October to remove qualitative and quantitative restrictions and import controls on all but a handful of goods produced within Caricom.

Malaysia air settlement clears way for arms deal

By David White, Defence Correspondent

MALAYSIA is expected to announce shortly the start of detailed negotiations for its package of arms purchases from the UK, agreed last September and estimated to be worth more than \$1bn.

The report follows the settlement of a long wrangle over Malaysian Airline System's landing rights at London's Heathrow airport.

Dr Mahathir Mohamad, the Malaysian Prime Minister, had ruled out formal linkage between the arms deal and the air dispute, but questions were raised recently about the future of the defence agreement and the possibility that Malaysia might turn to other suppliers.

The airlines has been granted its sought-after increase in weekly flights from five to seven under a deal negotiated last week.

Mrs Margaret Thatcher yesterday paid a courtesy visit to Dr Mahathir, who was on a private visit to London. The arms agreement, which includes training and is considered a watershed in Anglo-Malaysian relations, was signed at prime ministerial rather than defence-minister level.

The Malaysian Defence Ministry has been drawing up a final list of weapons to be purchased under the deal, which is to be paid for partly in oil and other natural products.

The agreement is expected to include up to 12 Tornado combat aircraft, surveillance radars, missiles and howitzers.

EC takes tough line on farm subsidies

By Tim Dickson in Brussels

THE European Community appears to be taking an increasingly resolute line in negotiations with the US over how to cut the level of global farm subsidies.

The tangible hardening of the EC's position - which has become evident in the wake of last weekend's "ministerial" meeting in Brussels between Mr Clayton Youtzer, the US Agriculture Secretary, and Mr Ray MacSharry, the EC's Farm Commissioner - has potentially important implications for the success of the crucial review in Geneva of the multilateral trade talks known as the Uruguay Round.

The Geneva meeting under the auspices of the General Agreement on Tariffs and Trade (GATT) is designed to breathe new life into the Uruguay Round negotiations which ran into difficulties over agriculture at the Montreal mid-term review in December last year.

But with time now rapidly running out, officials on both sides of the Atlantic are concerned that the differences between the two trade "superpowers" show little sign of narrowing.

Discussions between high-level experts over a possible deal on short-term measures and longer-term commitments will resume in the Belgian capital on Sunday - but it is already clear that the EC is determined to press home what it sees as a major tactical advantage in focusing on the short term.

According to those involved, the change of emphasis owes much to Mr MacSharry, who only took up his new post in Brussels in January and who is proving markedly less liberal than his predecessor, Mr Frans Andriessen (who now has over-

all responsibility for the Gatt negotiations) in his role as External Relations Commissioner and who was also a key participant, with Mrs Carla Hills, the US Trade Representative, in last weekend's talks.

In a speech to the International Chamber of Commerce on Tuesday, Mr MacSharry emphasised the success of recent reforms of the Common Agricultural Policy - milk quotas and the removal of open-ended EC price supports, for example - and pointed out that "many of the so-called mountains and lakes of surplus products have disappeared."

He added: "We are justifiably proud of our achievements in reducing expenditure on agricultural support, and of the positive effect of our internal reforms on the world market."

Mr MacSharry says European farmers and a growing number of Agriculture Ministers are angry at what they see as a lack of US commitment to short-term change.

EC demands stressed at last week's meeting with Mr Youtzer included immediate cuts in US target prices and a reversal of Washington's policy about the terms of the wheat set-aside programme.

American officials say this is justified by last year's catastrophic drought in the Midwest, but Mr MacSharry complained to his International

Chamber audience this week that it would result in an excess of wheat production from 62m tonnes in 1986 to 70m tonnes per annum by the year 1990.

Sacrifices made by Europe's dairy and oilseed producers were contrasted with the virtually levy-free access of US dairy substitutes and protein products.

It is understood that last weekend's talks focused almost exclusively on the short term, with the EC pushing for a flexible freeze on farm subsidies in 1990 (the EC is pushing for average over all products in what would count, pending negotiations on further concerted action to reduce supports).

Major difficulties, however, remain unresolved. Chief among these is finding an objective means of measuring subsidies, with the EC eager to promote its own Subsidy Measurement Unit (SMU) at the expense of the Producer Subsidy Equivalent (PSE) pioneered by the OECD. Mr MacSharry is adamant that the PSE does not adequately reflect the action taken in recent years by the EC.

Another obstacle, meanwhile, is the basic date for the "freeze" where the EC is pushing for 1984 and the US for another year, possibly 1985.

Finally, there is the wording which the two sides will have to agree for longer-term action. Publicly, the US remains attached to the goal of ultimately abolishing farm subsidies - but while one proffered alternative of "ratcheting down" is not viewed with much enthusiasm in Brussels, there is some expectation in the EC that Washington will be more flexible if a deal can be agreed on the short-term position.

It did not accept that the EC proposal for a freeze in support, using its own aggregate measurement of support and based on historic levels of administered prices in 1984, was sufficient.

Iceland wins breakthrough in Efta on fish products

By Robert Taylor in Oslo

ICELAND HAS finally achieved a breakthrough in its 18-year campaign to achieve the liberalisation of trade in fish and other marine products within the area of the European Free Trade Association.

At the Efta heads of government conference in Oslo yesterday, it was agreed that there should be free trade in fish within the Efta area from July 1 1990.

As a compromise to ensure final settlement of the protracted fish saga inside Efta, Finland is to be allowed to maintain its present preferences for Baltic herring and salmon but before 1 January 1993 it has been asked by Efta to present a fixed timetable within which these exemptions shall be eliminated.

Iceland insisted Efta should make an explicit commitment to the full liberalisation of trade in fish in the Oslo declaration which deals with relations with the EC.

This is not the first time in recent years that Efta discussions have been diverted by Icelandic demands for an opening of Efta markets to its fresh fish and fish products.

"We are very satisfied with the outcome," said Iceland's Prime Minister, Mr Steingunnur Hermannsson yesterday. "This is something we have campaigned for since the 1960s."

Iceland's economy is dominated by the fishing industry. This is going through a difficult time because of the slump in world fish prices, so the Efta concession should help Iceland to diversify its markets.

FT LAW REPORTS

Balancing regulation and freedom

By Geoffrey Lewis in Hong Kong

The Securities and Futures Bill now considered by Hong Kong's Legislative Council, has been called "draconian". A closer scrutiny reveals that as regards civil liberties it is less draconian than the UK financial, companies and insolvency legislation.

There has been concern in Hong Kong that the Bill may lead to over-regulation, and that the powers with which the new Securities and Futures Commission is to be invested are too extensive. Such vigilance is always justified, and particularly as so much of Hong Kong's phenomenal success is due to the free rein given to enterprise and the ingenuity of its people.

However, the alternative to stricter regulations seems to be a retreat into being a purely local market. The Bill closely corresponds with the blueprint of the Davison Committee, which aimed at safeguards enabling Hong Kong to aspire to become the primary capital market in South East Asia. The financial community accepted and welcomed these conclusions at the time the report was submitted.

The essential features of the Davison Committee recommendations were that there should be a two-tier system of supervision, the self-regulation of the Stock Exchange and Futures Exchange being conducted "under the watchful eye of a statutory body". Self-regulation alone would not be enough because those who regulate their own colleagues, are tempted to proceed softly.

panies Acts for a long time. According to the Hong Kong Bill, a person being questioned must answer even if the answers incriminate him, but neither the questions nor the answers are admissible in criminal proceedings against him.

This formula, which gives precedence to the protection of investors and preserves the right to avoid self-incrimination, has already been enacted in two existing Hong Kong Ordinances (1). It seems, however, that it is less severe than its counterpart in the UK Financial Services Act, section 105. Although there is as yet no judicial decision on this section, it appears from a line of cases under the Bankruptcy Acts, and from dicta in other cases, that someone interrogated under section 105 would be bound to answer questions even if it meant incriminating himself, and that his evidence would be admissible if criminal proceedings were later brought against him (2). This is a harsh result, and one not proposed for adoption in Hong Kong.

The need for such a new supervisory body can be better understood against the background of the events of 1987. News of the Crash on the New York Stock Exchange reached Hong Kong in the early hours of October 20, 1987. The Committee of the Hong Kong Stock Exchange immediately decided to suspend trading for the four remaining days of that week. The Futures Exchange quickly followed suit. The reasons given were the possibility of confusion and disorder in the market, the risk of bank runs, and the huge backlog in settling bargains.

The situation was particularly grave on the Futures Exchange. Brokers on the buying side were finding it impossible to meet their daily margin obligations and their clients were reneging. Because of its inadequate capital base, it was likely to prove impossible for the Guarantee Corporation to continue to guarantee members' bargains. A high proportion of the short positions in the Hang Seng Index contract were held by international institutions as a hedge against physical stocks. If the futures market collapsed, or, as was suggested, there was to be a forced closing of bargains at an arbitrary price, or "ring out", these physical stocks,

said at the time to have a value of between HK\$5bn and HK\$8bn, would probably be thrown on a collapsing stock market. As if that were not enough, all but two of Hong Kong's unit trust companies suspended redemption of units during the week of the closure.

In the event, the Futures Market was supported by funds provided to the Guarantee Corporation by the Hong Kong Government, the shareholder banks of the Corporation, and other banks and brokers. The markets opened again on Monday, October 26, but again fell violently; further funds were made available to the Guarantee Corporation during the night of October 26-27 and the markets again opened in the morning and weakly survived.

In January 1988, the Chairman of the Stock Exchange and a number of his colleagues were charged under the Prevention of Bribery Ordinance with matters unconnected with the October Crash.

These events were responsible for the broadly held opinion that, as a financial centre, Hong Kong had been shown to be volatile, unstable, speculative, and even not serious. Following the Crash, the Hong Kong Government acted with commendable speed and resolution. In November 1987 a Committee under Mr Ian Hay Davison was appointed to review the constitutions, powers, management and operation of the two exchanges and their regulatory bodies. Before October was out the Stock Exchange had appointed a new and widely respected chief executive, Mr Robert Fell, and new governing bodies for both exchanges, were in place by the following summer, along with other important reforms to their rules and operations.

The Davison Committee produced its report in May 1988, a forthright and lucid document whose conclusions were quickly accepted by Government as an essential blue-print for reform. The Committee found that self-regulation had failed, and that the supervisory bodies charged with overseeing the markets had lost control of events. Although there has been a stock exchange in Hong Kong since 1891, the regulation of the market dates only from 1973. In 1983 a new Exchange had been opened called the Far East Stock Exchange which, in

the words of the Davison Committee Report, "revolutionised the local stock market scene," and "established rules suited to the Chinese business community."

The new Exchange was immediately successful in attracting business and was followed by others. Plans were in hand to open further exchanges. That and frenzied stock market activity in 1973 prompted the Government to legislate. A regulatory framework with a Securities Commission and a full-time Commissioner and staff were established to supervise the operations of the markets. The powers accorded to these bodies were extensive, but their resources were shown to be inadequate to cope with the cataclysmic events of 1987.

The Davison Committee assumed, without arguing the point, that the further regulation of securities markets is both desirable and necessary for Hong Kong. In a world in which trading is conducted around a 24 hour clock and a bargain may be as easily booked in New York or Sydney as in Hong Kong, the international houses will deal only in a market protected against manipulation, rigging and other abuses.

Moreover, if a Hong Kong company wishes to list its shares in New York or London as well as its home market, it will increasingly find that the operation of listing authorities turn their attention to conditions in the home market, as well as to the company itself.

Too much bureaucracy and interference must be avoided, but Hong Kong simply cannot resist the regulatory trend, in spite of the justifiable pride in its laissez faire tradition. In the end it is a question of finding the right balance.

1) Companies Ordinance, section 145(3A); Securities Ordinance, section 127(3)
2) R v Scott (1986) Deeds & B 47; Re Atherton [1982] 2EB 261; R v Hare [1967] 1 AC 62; R v Harris [1979] 1 WLR 1282; A o HM Treasury [1979] 1 WLR 1066
See also "Statutory Restrictions on the Privilege against Self-Incrimination," J.D. Heydon 87 LQR 214.

The author is a partner in Herbert Smith, at present a secondment to the Hong Kong Government as Adviser on Securities Legislation.

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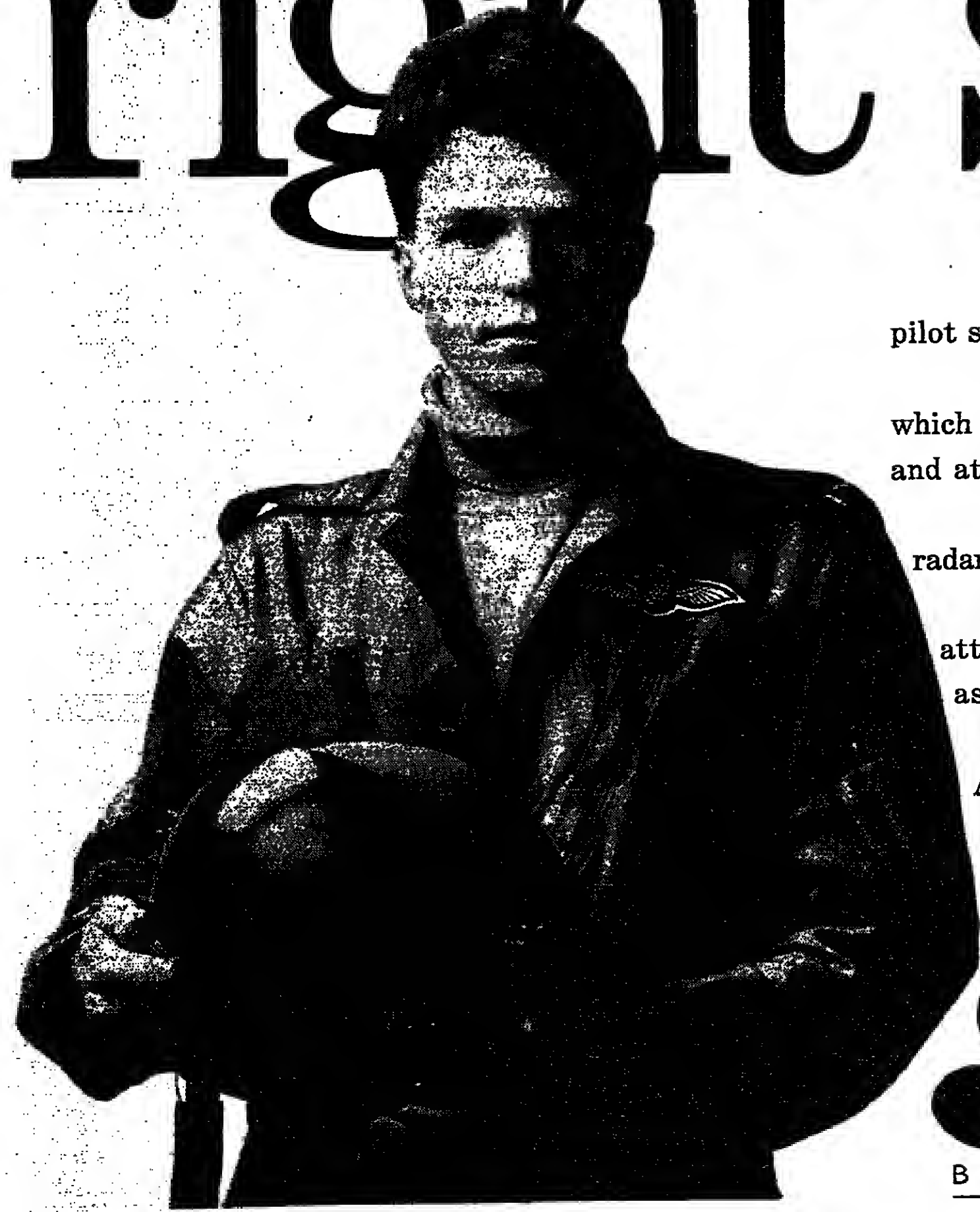
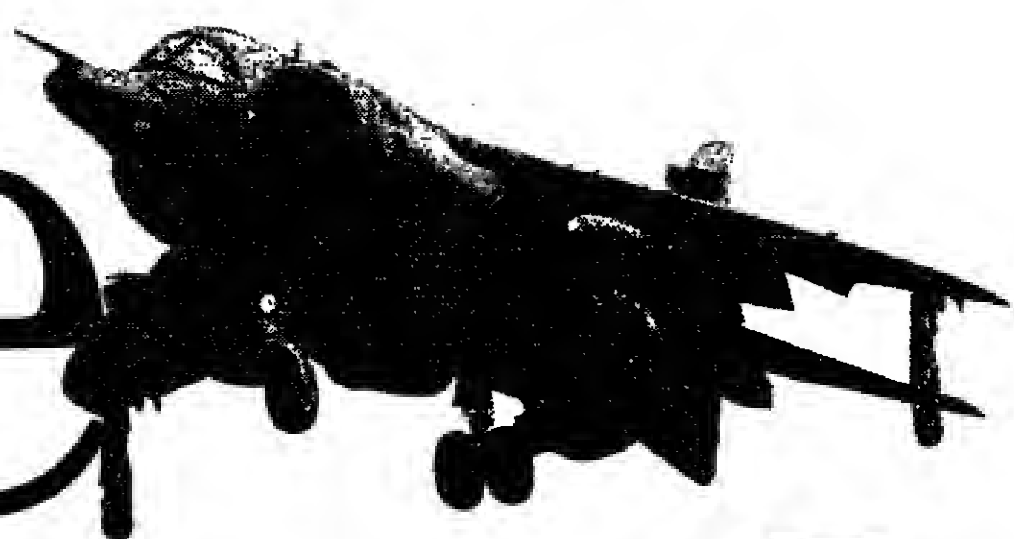
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Table with 2 columns: Description and Amount. Includes Gross Distribution per Unit (3.75 cents), Less 15% U.S.A. Withholding Tax (0.56 cents), and Converted at \$1.735 (00.018371757).

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United Kingdom Banks and Members of the Stock Exchange should mark payment of the dividend in the appropriate square on the reverse of the certificate.

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DATE: 16 March 1989.

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Donations to Animal Hostel Appeal C/O Barclays Bank 250, High Road, London N15 4AH

Jaguar offered support to fight off hostile bids

By Kevin Dons, Motor Industry Correspondent

JAGUAR, the UK luxury car maker, has received offers of support from two leading international automotive groups to assist its defence against unwanted takeover bids in the early 1990s.

The company, which was privatised in 1984, is still protected by a so-called golden share held by the Government which protects it from predators and effectively limits single shareholdings in the company to a maximum of 15 per cent.

This protection runs out at the end of next year, when the special share will be redeemed, and speculation has been intensifying that Jaguar will be defenceless.

In the last two years its earnings have dropped as the fall in the value of the dollar has undermined the profitability of crucial US sales, which last year accounted for about 43 per cent of turnover.

Jaguar's 1988 results are due today and pre-tax profits are expected to be more than halved at \$40m-£45m against \$27m the previous year and £120.8m in 1986.

The company's share price has fluctuated widely in recent months as the stock market has been hit by repeated rumours of stake-building by foreign car manufacturers in one of the world's last independent luxury car makers of significant size.

The most recent rumours

have featured all three US car makers - General Motors, Ford and Chrysler - as well as Volkswagen of West Germany.

It is understood that in response to rumours of hostile stake-building Jaguar has been approached by two large, cash-rich automotive groups with offers of help to keep the company independent.

Sir John Egan, Jaguar chairman and chief executive, said: "There are a number of companies that would like Jaguar to remain independent and have offered help. They value us remaining independent."

Some analyst reports in recent months have suggested that Jaguar was already extremely vulnerable, with the rapid deterioration in its profitability and the prospect of further reductions in earnings.

The 9,000 manual workers at Jaguar, the West Midlands luxury car maker, yesterday voted, for the fourth time, on the company's pay offer. The result is expected today, Fiona Thompson writes.

In a secret ballot, members faced a straight "Yes" or "No" choice on the amended pay offer, which stressed that a "No" vote meant support for strike action. The offer included a new element up to £50 annual payment to employees who have not been absent through sickness between May 1 and December 31 this year.

A fortnight ago the unions rejected the pay offer.

Stock exchange declares E. J. Collins in default

By Nick Bunker

E. J. COLLINS yesterday became only the third UK stockbroker this decade to be "hammered" by the Stock Exchange. It was declared in default at 9.30am after the firm decided on Tuesday to wind itself up.

Employees were told at a meeting yesterday that about 50 of the firm's 60 staff are losing their jobs. A small number are being kept on to assist the provisional liquidator, Mr

David Morgan.

Little information was available about the state of the firm's assets and liabilities, but Mr Morgan said he hoped to have a draft statement of affairs ready for the first creditors' meeting on March 23.

The Securities Association, the regulatory body which ordered E.F. Collins to cease trading said this week it did not think any clients were at risk of loss.

UK NEWS

Battle to keep heavier lorries off UK roads looks set to fail

By Tim Dickson in Brussels

THE UK Government's battle to keep heavier lorries off British roads until the late 1990s now appears doomed after key decisions on axle weights taken in Brussels earlier this week.

European Community diplomats and officials agreed yesterday that while the outcome of Tuesday's Council of EC transport ministers was not decisive on the issue, the UK will almost certainly be forced to accept an end 1996 deadline at the next meeting of the 12 scheduled for June.

Backbench MPs at Westminster are bound to view the latest developments with alarm despite the defiant attitude of the UK's Transport Minister Mr Paul Channon late on Tuesday night.

The matter has been complicated by the fact that the long standing negotiations on harmonising maximum lorry weights among the member

states - a key element in the struggle to create a single European market - have centred on two separate packages.

Common limits for five and six axle vehicles were agreed by the EC in December 1984 at 40 tonnes total weight plus a maximum of 11.5 tonnes for the key drive axle, which powers the lorry. The decisions finally taken on Tuesday night, which will come into effect between July 1 1991 and January 1 1993, cover only two, three and four-axle vehicles and consist of a 96-33 tonne limit overall, and an individual drive axle limit of 11.5 tonnes.

The key issue for Britain and Ireland, which both argue that their bridges are not strong enough to carry juggernauts of this size, relates to the length of the "grace period" which they will be given before they have to come into line. Britain already has a derogation for 38 tonnes and 10.5 tonnes for the

heavier lorries, while the European Commission is proposing that the UK be allowed to continue with lower limits on the smaller vehicles till the end of December 1993.

Despite Mr Channon's protests that "a good 8 to 9 years" is needed for work on British bridges to be carried out, Tuesday's Council committed itself to taking a final decision by qualified majority voting at the June meeting.

Assuming the Commission does not change its mind, Britain's undated exemption for the heaviest lorries will become irrelevant. Although that can only be terminated by unanimous officials point out that retaining it will simply encourage operators to transfer loads from five and six-axle lorries to four-axle vehicles of the same size. "The effect on our roads and bridges would be much worse with fewer axles to spread the weight," a British official explained.

UK denies Spanish IRA claim

By Peter Bruce in Madrid and Charles Hodgson in London

THE British Government yesterday firmly denied a Spanish newspaper report that British security forces were informed in advance that the three IRA terrorists killed in Gibraltar last March had entered the colony unarmed.

Rejecting the front-page article in the leading Madrid daily El Pais, a Foreign Office spokesman in London said that the Spanish authorities "would not have been in a position" to warn that the terrorists were unarmed since "there was no Spanish surveillance of the IRA unit on the weekend of the incident."

The Government has maintained that the three, Daniel McCann, Mairead Farrell and Sean Savage, were shot dead by members of the Special Air Services (SAS) because of fears that they had parked a car

bomb in the centre of Gibraltar and might themselves be armed.

Last September's inquest in Gibraltar into the three deaths returned a verdict of lawful killing. The jury was told that Spanish surveillance had broken down just before the terrorists entered the colony and that it was therefore unclear whether the terrorists were armed.

The Spanish authorities claimed at first that the terrorists had been under watch right up to the border with Gibraltar but refused to allow the police involved in the surveillance operation to testify at the inquest.

Earlier this week, the Spanish Government awarded special commendations to 22 officers involved in tracking the IRA trio.

Opposition Labour MPs said yesterday's report added weight to calls for an independent inquiry into the shootings.

Critics of the verdict - based on evidence that the Gibraltar authorities thought the three might be armed and could not risk a bomb detonation or gun battle during an arrest - have argued that the inquest left serious questions about the operation unanswered.

The El Pais report was attributed to senior Spanish police officers involved in tracking the terrorists and there was speculation in Madrid that the officers, angered at the way reports of their last-minute "incompetence" have been allowed to go unchallenged, may have leaked their side of the story to the press without the permission of the Ministry of the Interior.

Ministries to farm out telecoms

By Hugo Dixon

THE Government plans to farm out most of its non-utility telecommunications traffic to the private sector in what could be the most significant single boost to the development of private telecommunications networks in the UK.

About £30m spent annually on phone calls by central government departments would be carried over a network constructed by a private company. Most of this traffic is now carried either by British Telecom or over the Government's internal networks.

Last year the Government put most of its data traffic down a special network run by Racal, the UK electronics group. The new network would probably involve integrating ordinary phone calls with this data.

By so doing, the Government expects to cut its phone bills and tailor a service more closely to its needs. Integrating voice and data traffic would make Racal the favourite candidate to run the new network, particularly since the Government is

pleased with the way it has handled the data project. Other communications companies, however, will almost certainly want to bid for the contract which could be worth £20m-£30m over seven years.

Five large administrative departments - the Department of Social Security, Inland Revenue, Home Office, Customs & Excise and Department of Employment - are already involved in the data network. These are expected to be the main users of the new integrated network.

Non-executive directors earn average of £9,500

By Joel Kibazo

NON-Executive company directors in the UK devoting 30 days or less per year to their companies were paid an average annual salary of £9,500 in 1988, according to a survey published yesterday.

The survey commissioned by Pro Ned, the organisation sponsored by the Bank of England, the Stock Exchange, and the Confederation of British Industry to promote the increase in non-executive directors, revealed that in all the 740 companies surveyed, the average number of days per year spent on the company's business by a non-executive director was 23 days.

The proportion of non-executive directors devoting more than 30 days to the company

was 10 per cent and their average annual fee was £26,000. The report notes there are differences in pay based on company size, region and industry sector.

The lowest salaries were paid by companies in central London where there is a concentration of the head offices of the largest corporations while salaries were lowest in South West England, the North East, Wales and Scotland.

The lowest fees were paid in the agricultural sector and the average number of non-executive directors on the board is between three and four.

Non-Executive Directors, a survey of fees and related facts. Pro Ned, 1 Kingsway, London WC2B 6XE. £2.

Advertisement for GIN featuring a bottle of Bombay Gin and the text 'THERE'S ONLY ONE GIN FOR THE WELL-INFORMED.'

Large advertisement for LWT Production Facilities with the headline 'WE'LL NEVER SHOW SOME OF THE BEST PROGRAMMES WE MAKE.' and logos for SKY TELEVISION, FUJI TV JAPAN, CHANNEL 4, FIAT, THAMES, and TVS.

Advertisement for JYSKE BANK Private Banking with the headline 'Increase your yield through Private Banking' and details about Invest-Loan and Fixed-Term Accounts.

UK NEWS

Watchdog calls for action to fight natural radiation

By David Fishlock, Science Editor

BRITAIN'S heavy investment to minimise public exposure to radiation from the reprocessing of spent nuclear fuel is not being matched by comparable concern for a bigger source of radiation, according to the Government's watchdog on public exposure to radiation.

The National Radiological Protection Board (NRPB), an agency funded through the Health Department, believes the naturally radioactive gas radon, seeping into buildings from the ground, may account for about 2,500 cases of lung cancer a year in the UK.

This compares with an estimate of 1,200 cases a year made in the NRPB's last survey in 1984.

The board calls for action to control seepage when people are being exposed to levels of 20 milli-Sieverts or more a year - a level well below the peak exposure of 100mSv it has found, particularly in South West England in Devon,

Corwall and the Scilly Islands.

By comparison, the so-called "critical group" of people outside the nuclear industry believed most at risk from the discharges of British Nuclear Fuels's reprocessing factory at Sellafield, Cumbria, are receiving only 2.5mSv.

Reprocessing workers are being exposed to about 5mSv a year, compared with nuclear reactor workers who receive only about 1mSv from their occupation.

The legal limit in Britain for anyone working with radiation is a dose of 50mSv a year.

Of the radiation people receive from nuclear wastes and discharges, nearly 60 per cent came from Sellafield in 1987.

People are also exposed to radiation from such devices as colour television sets, hand-held mobile phones, and the burning of coal, but the dose is extremely low, except

for the frequent air traveller who is exposed to higher doses of cosmic rays.

A traveller who spends 100 hours a year aloft is exposed to a dose of 0.4mSv.

The survey says doses to critical groups in the UK - people who may have consumed a high proportion of food and water contaminated with Chernobyl fallout - are unlikely to have exceeded 50 per cent of the annual dose from natural sources.

RNFI estimates that it has spent £200m on plant to reduce radiation discharges at Sellafield brought into service since 1985, and has committed a further £500m to plant for this purpose expected in service by the early-1990s.

Radiation exposure of the UK population - 1988 review. By J.S. Hughes, K.B. Shaw and M.C. O'Riordan, NRPB-R227. HMSO, 27.

Engineers see rise in overseas contracts

By Andrew Taylor, Construction Correspondent

BRITISH consulting engineers last year won contracts on foreign projects worth £9.7bn, a rise of almost a fifth on the previous year and the first increase since 1985.

Mr Geoffrey Coates, chairman of the Association of Consulting Engineers, said the increase would help boost Britain's invisible earnings.

Foreign earnings by consulting engineers fell from £430m to £400m last year. Overseas earnings in 1984 were £577m. The decline since then reflects the sharp fall in international construction order books during the 1980s.

The total value of foreign projects involving British consulting engineers last year was £92.5bn compared with more than £85bn in 1988.

The biggest increases in new orders last year occurred in the Far East and Africa. The value of new contracts involving British consultants in the Far East rose from £56m in 1987 to £2.23bn last year. African contracts rose from £745m to £1.26bn. Orders in the Middle East stayed flat.

The rises reflected improvements in some African economies which had triggered World Bank loans, a booming construction market in Hong Kong and an improvement in international relations between Britain and Malaysia.

The biggest percentage rise in new orders was in the European Community, but these remained only small parts of the total overseas market, said Mr Coates.

EC countries accounted for less than 10 per cent of consultants' foreign earnings.

West Germany tops European league of machine tool buyers

By Nick Garnett

WEST Germany's is Europe's biggest consumer of machine tools and the third largest in the world behind the Soviet Union and Japan, according to the latest world machine tool survey.

The data shows Italy moving closer to Germany in second place in consumption of machine tools, one of the main indicators of industrial investment. The UK has fallen into third place, neck-and-neck with France.

Italian industry, which in 1986 purchased fewer machine tools than the UK in dollar terms, bought more than 50 per cent more machine tools than Britain last year, despite a big jump in the installation of such machines there last year.

In Western Europe, West Germany has traditionally been the biggest purchaser of production machinery. In 1988, German industry purchased \$2.8bn worth of machine tools, according to the American Machinist magazine, the only organisation which compiles annual figures.

Italy has been narrowing the gap on West Germany. It easily passed the UK in 1987, and consumption of machine tools in Italy last year jumped a further 25 per cent to \$2.18bn.

British industry had a similar increase in consumption in 1988 but this followed a disastrous 1987. Consumption of machine tools in the UK in 1988 was \$1.4bn, marginally ahead of France.

The huge growth in demand for machine tools in Italy, which the magazine refers to as "a boom" has been matched by a big jump in domestic Italian machine tool production.

Italy increased production by more than 25 per cent in 1988, lifting it into fourth place and

above the US as a machine tool producer. The increase was the same measured in either dollars or lire. Total production in Italy was \$2.8bn, placing it behind Japan, the world's biggest supplier, West Germany and the Soviet Union.

The UK retained its position as the world's eighth largest producer in 1988 with sales of \$1.35bn, behind Switzerland and East Germany.

Japanese manufacturing industry purchased 56 per cent more machine tools, measured in dollars, than in 1987. Japan almost topped the Soviet Union as the world's leading consumer in 1988. Domestic Japanese output, up 35 per cent, struggled to keep pace.

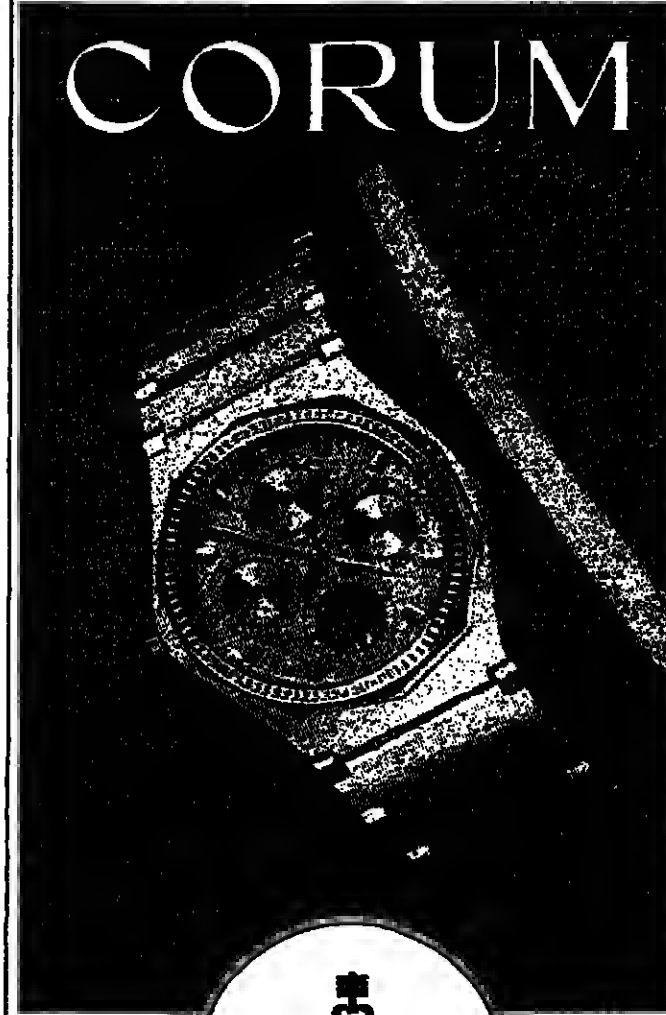
United Precision Industries, largest British-owned maker of bearings, announced yesterday the purchase of two bearing makers in West Germany and Switzerland.

United Precision, which purchased the bearings business of RFP in 1987 for £73.5m, has bought NWG, based at Munderkingen south of Stuttgart, and WIB, which manufactures outside Geneva.

NWG, with sales of £16m last year and a workforce of 400, specialises in deep-grooved ball bearings. Its customers include Daimler-Benz and ZF, the gearbox maker. WIB makes precision miniature ball bearings and had sales of \$8m and a workforce of 170.

Both companies were owned by Mr Reinhold Claus, a member of the family controlling the Class combine harvester manufacturing company. The West German market bearings which is three times larger than that of the UK.

United Precision will use NWG to sell the British company's wider product range.



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FOR A BROCHURE WRITE TO CORUM, 230 LA CHAUX-DE-FONDS, SWITZERLAND

Aero-engine may be produced by UK-US joint venture

Rolls-Royce drops proposal for government aid to develop jet

By Lynton McLain

ROLLS-ROYCE has dropped its application to the British Government for launch aid for the Rolls-Royce RB211-524L, the most powerful aero-engine in the world, and is talking with Allison, a US aero-engine company about a share in the project.

Launch aid would have been worth about a third of the estimated cost of £900m for full development of the engine, but even without launch aid, the company will continue to benefit from aid that went into the development of an earlier derivative of the engine, the RB211-524D4, in 1982, the last time RR received launch aid.

The company is in talks with the Allison division of General Motors about the US company taking a risk and revenue share in the new engine project.

Allison and Rolls-Royce are currently working on a new small engine, the RB890. This is suitable for small regional airliners, such as the Shorts FX and the Canadian New Regional Jet.

Rolls-Royce claims a lead over its US competitors, General Electric and Pratt & Whitney. They also have high

thrust engines, the PW4000 and the GE 90C2, but Rolls-Royce claims its engine has the greatest potential for development, to almost 80,000 pounds, or 36 tonnes of thrust, the size likely to be needed for wide-bodied jets.

Rolls-Royce took the decision to withdraw its proposal to the Government for launch aid for the development of the RB211-524L engine because of its confidence it can develop the engine from its own resources and it wants to be free from Government constraints.

Its resources include its "strong financial position and success in obtaining overseas partners for the RB211-524L programme", the company said yesterday.

Resources include its research and development capability and the work that has already been done to prove the technology involved in the new engine.

The market for high thrust aero-engines is moving so fast the company feels it cannot simply be protected by Government. It would be answerable to the Department of Trade and Industry for the way the new engine project developed

and it would have to pay the Government a levy on each engine sold.

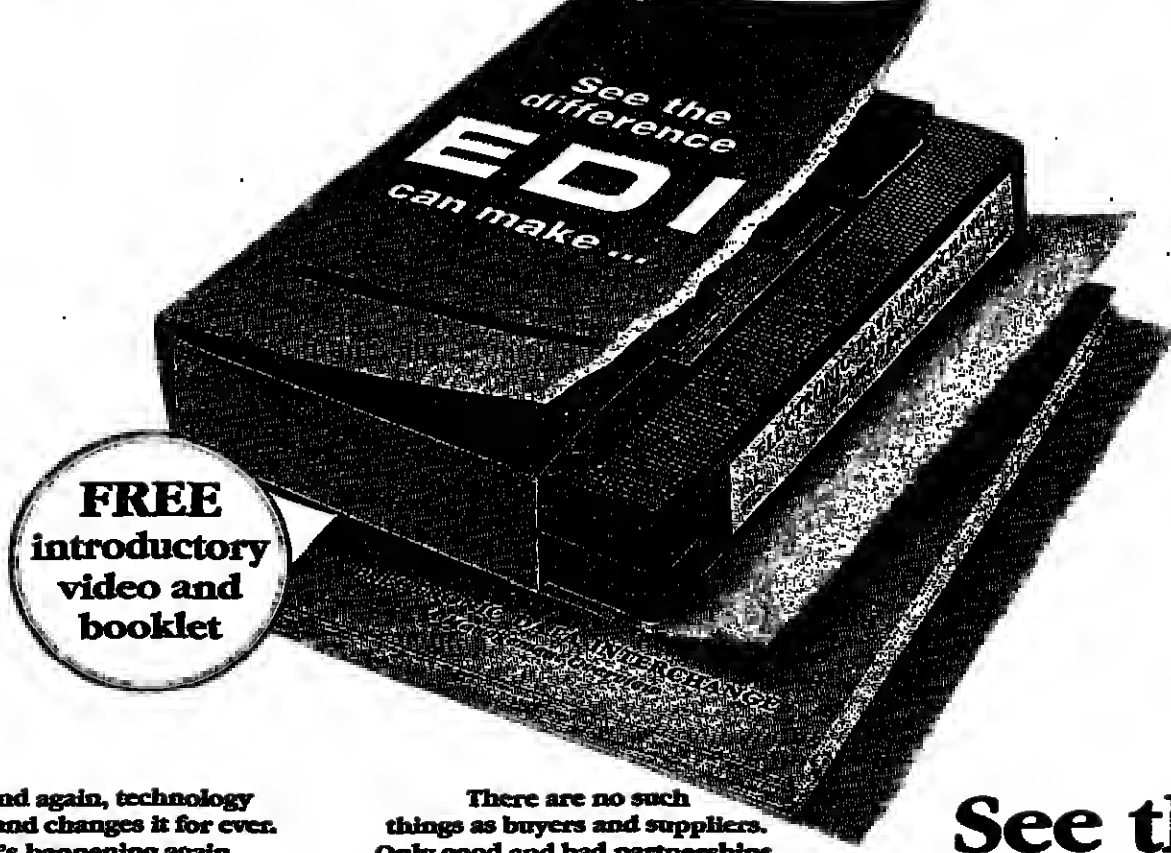
The Government did not provide launch aid for the last three derivatives of the RB211-524 engine, the G, H and now the I engines. The company has sold 200 G and H variants, in addition to the 300 D4 engines sold with launch aid.

Rolls-Royce said yesterday it had negotiated reductions in levies to be paid to the Government on future sales.

The company had already taken the decision to share the development of the new high thrust engine with international engineering companies. So far, these are in Japan, where Kawasaki Heavy Industries and Ishikawajima-Harima Heavy Industries have taken shares totalling 10 per cent as risk and revenue sharing partners in the engine.

A further reason for Rolls-Royce withdrawing its bid for Government aid was success in winning its launch order for the new engine last month. Air Europe, the UK charter carrier, ordered six McDonnell Douglas MD-11 tri-jets, with an option on 12 more, powered by the RR engine.

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 Due March 2020

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AFTER THE BUDGET

Cut in interest rates unlikely without slowdown in monetary growth and firm pound
Lawson reinforces caution on interest rates

By Peter Norman, Economics Correspondent

ANY REDUCTION in British interest rates depends on a slowdown in the Government's chosen M0 measure of monetary growth and a firm pound, Mr Nigel Lawson, the Chancellor, said yesterday.

Before acting on interest rates he would need to be "very confident" that M0, which measures mainly notes and coins in circulation, was coming back into the 1 per cent to 5 per cent growth range set by the Government for the coming financial year, he said.

A lot would also depend on the exchange rate, he said. He stressed that the Government's determination to lower inflation would not permit a devaluation of sterling.

"To allow the pound to dive would not be consistent and that will not happen."

Mr Lawson's remarks reinforced the impression in his Budget speech that the 13 per cent level of base rates will remain for some time. M0 rose by 8.1 per cent in the 12 months to January but has risen at a low 3 per cent annualised rate over the past six months. In his speech Mr Lawson said interest rates "will stay as high as is needed for as long as is needed" to combat inflation.

The Chancellor drew some comfort yesterday from international interest rate developments, however. While interest rates world-wide may go "a little bit higher, I would have thought they are probably quite close to their peak," he said. Much depended on the US, where rates "if not at their peak are pretty near it."

The West German Bundesbank probably thought that international interest rates were near a peak as well, he added.

On inflation, he said increases in mortgage rates were almost sure to push up the retail price index for February from January's 7.5 per cent annual rate. "We will inevitably see some hike in the retail price index when the next figure comes out," he said.

This was because some building societies only joined the recent round of lending rate increases at the beginning of February. The February retail price index is due to be published on March 23.

The Chancellor rejected the idea his tight anti-inflationary fiscal and monetary policies would push Britain into recession. "I see slower growth, not a recession," he said.

Mr Lawson said this year's Budget should not be viewed in isolation. With its reform of National Insurance contributions in particular, it was a further step in the process of improving the supply side of the economy.

He said National Insurance changes, which will eliminate the inequities of the present system for low wage earners, "completed reform of National Insurance concerned."

Mr Lawson acknowledged that the co-existence of National Insurance and income tax as separate systems had resulted in a "slightly untidy" dip in combined marginal tax rates among higher earners.

But the Government had acted at the lower end of the pay scale because that was where problems existed. The old National Insurance rates deterred the low paid and part time employees from working overtime.

'Cautious' budget hurts shares, but pound rises

By Ralph Atkins, Economics Staff

STERLING rose further on foreign exchange markets yesterday as financial markets digested Tuesday's UK budget and speculation of an early cut in interest rates faded.

Financial markets interpreted the sixth budget of Mr Nigel Lawson, the Chancellor of the Exchequer, as cautious if not lacklustre.

Less welcome were his economic forecasts for 1989 showing a harder landing for the UK economy than previously expected.

Shares weakened on fears of slower economic growth and profit-taking after substantial gains earlier in the week.

At one point the FT-SE 100 share index was more than 16 points lower but recovered some of its losses after rises in New York and closed down 4.2 points at 2,121.2.

The FT Ordinary index ended 6.5 points lower at 1,754.3

Labour attack to concentrate on management of economy

By Philip Stephens, Political Editor

THE opposition Labour Party signalled yesterday that it planned to put its post-budget attack on the Government's economic management at the centre of its campaign for British local elections in May and the European elections in June.

Mr John Smith, Labour's economics spokesman, opened a three-day House of Commons debate on the budget by saying that the package indicated "how fearful and defensive" Mr Nigel Lawson, the Chancellor of the Exchequer, had become as a result of his past mistakes.

In an acidic, although fairly low-key performance, he told MPs that Mr Lawson's misguided tax cuts for the rich in the 1988 year had left him dependent on high interest rates to attract the short-term money needed to finance the trade gap.

The Government had left itself in the "judicious" position of being unable to spend its massive budget surplus on essential training and investment just when Britain needed an economic miracle to allow it to compete with other industrialised countries during the 1990s.

The losers, he added, were British industry and homeowners, who had been saddled with high borrowing costs and an uncompetitive exchange rate.

price rises announced by the private statutory water companies amid signs of growing Conservative backbench concern at the cost of the water privatisation proposals.

Mr John Cunningham, Labour's environment spokesman, said the price rises announced earlier this week signalled a "failure of government policy," since the companies had rejected the ceiling of about 10 per cent sought by ministers and imposed on water authorities.

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The Government had left itself in the "judicious" position of being unable to spend its massive budget surplus on essential training and investment just when Britain needed an economic miracle to allow it to compete with other industrialised countries during the 1990s.

Mr Smith earlier told a meeting of fellow Labour MPs that the combination over the next few months of high borrowing costs and rising inflation offered Labour a key opportunity to build on its recent strong improvement in the opinion polls.

The opposition would also vehemently attack the contrast between the Government's "meanness" in providing benefits for the poor and its decision to give away millions of pounds of taxpayers' money in tax concessions for private health insurance.

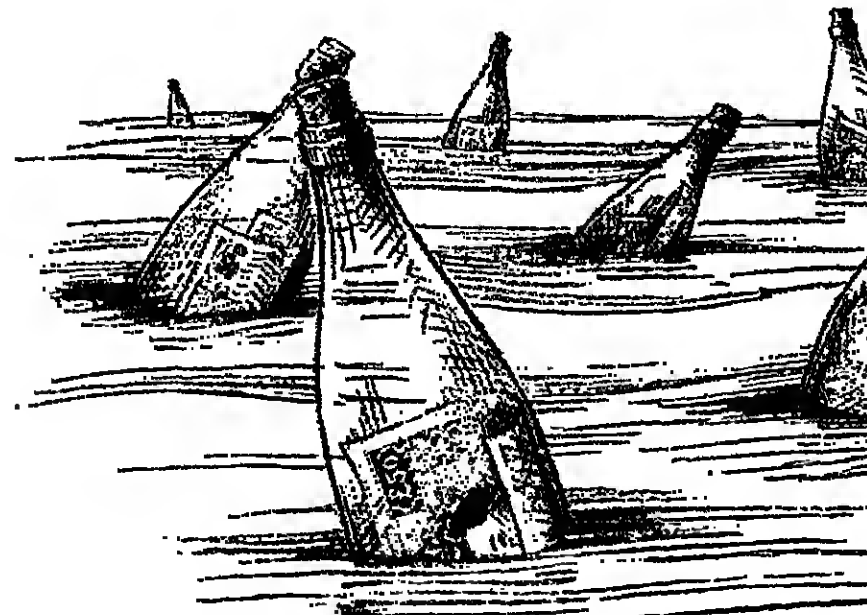
In parallel, Labour will be preparing the ground for the publication in mid-May of the results of its own two-year policy reviews, which will be designed to show that it has a credible set of alternative strategies for government.

As Labour launched a nationwide public campaign against the Water Bill, Mr Cunningham said there was confusion in the Government, with the Treasury seeking to hold down prices and the Department of the Environment presiding over price increases at three times the inflation rate.

Only one of the companies that has already announced price rises has complied with the government ceiling, while the remainder exceeded it.

Mr Michael Howard, the Junior Environment Minister, who held talks with the chairmen of the 29 statutory companies in an effort to persuade them to drop their threatened 30 per cent-50 per cent increases, said some rise in water charges would be needed to meet the higher quality standards demanded from privatised industry.

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Reid on performance.

KENNETH FLEET TALKS TO BOB REID, CHAIRMAN AND CHIEF EXECUTIVE, SHELL UK ABOUT TRAINING, ENTERPRISE AND PERFORMANCE.

FLEET: Do we have some deep-seated dislike of education and training in this country?

REID: No, I don't think so. I think if it is presented in the right way then you have no difficulty in getting the worker in Britain and the manager in Britain, in fact, to go about training themselves.

And it's not just true for Shell. I visited a potential partner the other day, a company that makes lemonade and produces lemonade bottles.

The productivity gains there, the use of the manpower, the attitude towards training, the attitude towards safety were a revelation.

"When you invest in training you get a much better performance."

place. When you back what you are doing with money, which is what this whole effort

"The change in the relationship between management and unions, which has become much more co-operative and more positive, has in fact given us a chance to do something about this. So the appetite is there, in fact, to make a major change in our training and in our educational programmes."

FLEET: Are we getting the message that, without significant change, we shall not have the skilled and adaptable workforce we patently need to compete?

REID: What is quite clear now is that the numbers working in our organisations are much closer to what we need than they were 15 years ago. 15 years ago we were overmanned, over supplied with manpower and manpower was a liability. Now manpower is an asset.

The change in the relationship between management and unions, which has become much more co-operative and more positive, has in fact given us a chance to do something about this. So the appetite is there, in fact, to make a major change in our training and in our educational programmes.

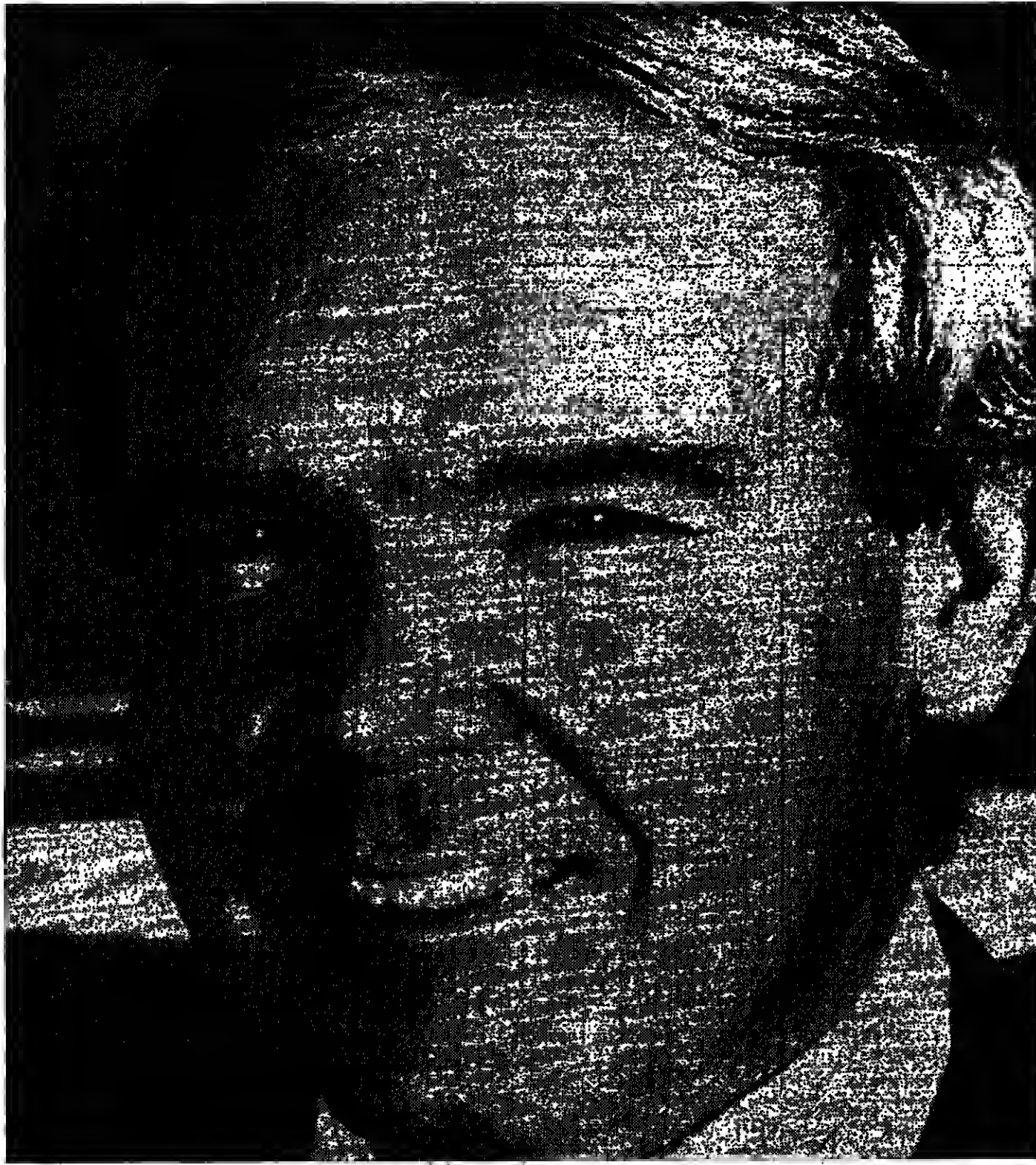
"TECs are going to demonstrate to Westminster how much people are interested in training and development throughout the country."

FLEET: That seems a pretty hopeful message. Can you flesh it out a bit for me with your experience in Shell?

REID: Well, I had a plant in Carrington, a chemicals plant - that had 1600-1700 people in it. We reduced the workforce in consultation with the unions and the people working there went from 1700 down to about 500. We changed the character of the workforce from being single-skill into multi-skilled, again with total consent, involving an enormous amount of training. Now, instead of taking 39 hours to change a pump, we change a pump in 4 hours. So the productivity gains are enormous. The quality of that plant has never been better, its efficiency has never been better, its safety is first class. So it really is

"When you invest in training you get a much better performance not only in terms of the quality of the product but in terms of the safety process, the quality of the process and also the productivity."

a model for us within Shell. When you invest in training you get a much better performance not only in terms of the quality of the product but in terms of the safety process, the quality of the process and also the productivity.



So I think you find now that this is something which is infectious and people are beginning to see that when you invest in training you do in fact get the return. That good management gives you better business and better management gives you better results.

"TECs are going to demonstrate to Westminster how much people are interested in training and development throughout the country."

FLEET: Can you elaborate a little on your reaction to the proposals for Training and Enterprise Councils?

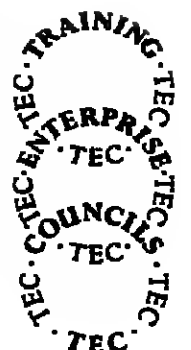
REID: I think the timing is right to make a move like this. TECs are going to demonstrate to Westminster how much people are interested in training and development throughout the country as a whole. This is really a second industrial revolution. I have travelled the country quite widely with the British Institute of Management and there is a totally changed environment out there and this is the time to put something like this in

is about, I think you will find an enormous breakthrough. There is a great desire that people actually want to contribute to this. Britain's at a threshold of enormous potential because I think we have got a workforce now that is ready to go.

I am extremely excited about what the youngsters in my company can achieve. And they are better than all of us who are presently trying to run these companies.

We are getting productivity which is certainly up to, if not in excess of, what is got on the Gulf Coast of the United States and that is really very high construction productivity. This is simply because the job is well organised, the people are well motivated and they're competent. That, I think, is only the beginning of what we can achieve.

If you are a Chief Executive, and you'd like to hear more about Training and Enterprise Councils, please write to the National Training Task Force, c/o 6 Bushey Hall Road, Bushey, Watford WD2 2EA, giving the name and address of your company.



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MANAGEMENT: Marketing and Advertising

Marketing to ethnic groups

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Joel Kibazo argues that a sizeable minority is being neglected

British television viewers who missed the recent Channel 4 Indian film season screened on successive Sunday afternoons missed out on more than the films.

The season also signalled the opening of a new era in advertising between rival sellers of rice, the designated battleground for which was the commercial breaks in the films.

The distributors of Tilda Rice made no bones about their target. Their commercial was in Hindi, the language spoken by many British Asians born in the Indian sub-continent.

The commercial for the rival VeeTee brand was perhaps intended to capture the larger proportion of the Asian community which was born in Britain and who may not be fluent Hindi speakers.

These two commercials provide evidence of the way some businesses at least are now aiming their advertising specifically at one or other of the two major ethnic minority groups in Britain - Asian and black people.

The Black British Consumer Markets survey published last year estimated that the 2.3m black and Asian Britons spend nearly £5bn a year on consumer goods.

But are black and Asian consumers different from other consumers and is a different marketing approach necessary? Brian Sullivan, assistant director of the Polytechnic of North London, an economist who has done research on the subject, says they are. "Black and Asian consumers come from a different cultural background. And because of this cultural difference they get different signals about products."

Sullivan says that although products may be equally popular with all groups, the different perceptions of black and Asian consumers require specific marketing approaches.

Ron Miller, sales director at London Weekend Television who is responsible for selling advertising space on Channel

4, estimates that the audience for the Sunday films was about 200,000, he admits that the revenue from the rice commercials was "very small indeed."

But, he says, "the advantage of these slots is that the advertiser eliminates wastage and goes directly to a very specific audience."

Miller adds that demand for the slots has grown over the past three years - which indicates that advertisers have achieved beneficial results from the commercials.

Spillers Milling, the flour maker, was among the first British companies to aim advertising specifically at the Asian community. The story goes that the company was asked by newly arrived Asians in the 1950s to produce a flour for making chapati as existing makes were not successful.

The result was the Elephant brand which remains the market leader.

Five chapati flour varieties are now marketed under the Elephant brand and Spillers controls 45 per cent of the market, earning between £12m and £15m a year.

Spillers claims it has maintained its leadership because of its aggressive marketing campaign in Asian newspapers, radio programmes and television commercials.

So far, however, major consumer products companies have been reluctant to increase their advertising budgets to aim at black and Asian consumers.

Tony Wade, managing director of Dyke and Dryden, which makes and sells cosmetics and hair products for black consumers, says "The major retail chains which we have been trying to deal with for years have dismissed this market segment. They don't appreciate how large it is."

Mercedes Benz cars have a strong appeal among successful members of the Asian community. A J Patel, chief executive of the Fintels, chief executive of the Fintels newsagents chain, and a Mercedes owner, says: "In the Asian community, Mercedes Benz has far

more status than, say, a Jaguar. A successful Asian would always go for a Mercedes."

Daimler-Benz, however, says it sees no need to advertise in Asian journals, or use Asian people in its advertisements.

"We are confident that the market we want to reach is through the outlets we use now. Within those outlets there are bound to be readers who are Asians, Afro-Caribbean, or from other ethnic groups."

Ford Motor, on the other hand, placed its first car advertisement in The Voice, the black British weekly newspaper, at Christmas. But the company refused to discuss its marketing strategy, or give reasons for its decision.

Boots, the retail chemist, sells two cosmetic brands used mainly by black women in 12 of its 1,000 stores around the country. But the company says it has no plans to aim its marketing directly at black consumers in those areas, or indeed for any of its other products.

Unilever, the Anglo-Dutch consumer products group, also sees no need for specific targeting of black and Asian consumers. Brooks Bond, its foods subsidiary, says: "In the high volume markets there is still not a sufficient level of take-up among black consumers to warrant products aimed specifically at ethnic minorities."

In the US, where black people constitute an estimated 16 per cent of the population, Chesebrough-Pond's, the Unilever cosmetics and toiletries subsidiary, has long made different advertisements aimed at ethnic groups.

"We have done extensive research and have found that the needs, demographics and perceptions of white consumers are completely different from those of black consumers," Eileen Sharkey, director of communications, says.

"Faceline petroleum jelly is one of our biggest sellers. Black consumers tend to use it for their hair, while in the white market the same product



Commercials for VeeTee rice were broadcast during Channel 4's Indian film season

is mainly used on babies."

To reflect this, Chesebrough-Pond's has adopted a twin advertising strategy. "What we have is two advertising campaigns. Both have the same basic execution, the same script and the same background atmosphere, but the one addressing the Anglo consumer has white models while the one for the blacks has black models."

In addition, Chesebrough-Pond's also aims campaigns at the Hispanic community, using Hispanic models with television commercials and posters in Spanish.

Sharkey says: "Despite most Hispanic people now being bilingual, they tend to buy in Hispanic distribution outlets and watch their own television channels broadcasting in Spanish."

Red Stripe, the premium lager which now sells well in a niche market in the UK, originated in Jamaica and was initially sold only in outlets popular with black consumers.

Young white drinkers then imitated the habits of what they saw as the more "streetwise" black lager drinker. And H P Bulmer, the British cider maker which markets Red Stripe, began advertising in both the black and the main stream national press.

But it does not use black faces in the advertisements.

Bulmer says there is no policy objection to using black people in its advertising but "there is a danger of the mainstream market thinking this is only a product for black people."

Allied Dunbar, the financial services group, has also successfully moved into one of Britain's other minority ethnic markets, by employing a Chinese woman married to a Scot to sell pensions, life assurance, and unit trusts to the British Chinese community.

Agatha Fraser says: "The fact that I speak the language and know the culture is an advantage."

Etom Phillip-Eleng, who compiled the Black British Consumer Market survey, sounds a note of caution for those who ignore ethnic minority markets.

"Quite a number of the big French consumer companies already advertise in the ethnic press in France. They are gaining experience about how to communicate with ethnic minorities. For many this is a test run for 1992. Those who have the experience will succeed in selling their products to black communities in France, Britain, the Netherlands and other countries with ethnic minorities."

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Chocolates

Volume and variety is the preferred menu

Lisa Wood explains why Cadbury's new range of products has not set out radically to break the UK mould

Tribute, a chocolate assortment box specifically designed to have mass appeal, is one of three new confectionery brands which will be launched later this year by Cadbury Schweppes, the UK confectionery and soft drinks group.

"We believed there were new areas of the chocolate assortment market to be exploited," says Stephen Ward, Cadbury's marketing director, whose new product department took more than two years to develop the chocolates.

Cadbury brands currently account for about 70 per cent of the UK assortment market - static at an estimated £500m - with brands including Cadbury's Milk Tray, Roses and Biarritz. The other two new brands are called Inspirations and Heritage.

Ward class a somewhat lofty ideal for developing the brand: the company was, he says, seeking to satisfy consumers who increasingly want to experiment and make more "individual statements" when they give a box of chocolates to a friend, lover, business associate or relation.



Of three new confectionery brands being introduced by Cadbury Schweppes later in the year, Inspirations, with its fruit-flavoured chocolates contained in a box with drawers, is expected to appeal more particularly to some women

taking more interest in Continental chocolates which, with their greater cocoa content and nuttier flavours, are starting to make inroads into the £3.25bn UK confectionery market.

Cadbury took a close look at this competition and a couple of the new chocolates in the three assortment boxes, including Cadbury's first white chocolate, bear witness to this. Plant for the latter product is currently under construction at Bourville where more than £5m is being invested in facilities for the new lines.

White chocolate is most conspicuous in Tribute, a nutty assortment in a formal blue and grey box which is intended primarily for men. Cadbury says the research clearly shows that men enjoy eating chocolates but can feel silly if given an assortment decorated with flowers and ribbons. Cadbury claims that its stylish pack, designed to open like a wallet, will take away some of the inhibitions. It claims the rest will be dissolved by the name which implies some flattery of the male ego.

Inspirations, with its 12 flavours on a fruity theme, is a more feminine offering and a cheaper gift than a box of Milk Tray. The major attraction lies in the box. A door at the front opens to reveal four pull-out drawers each containing six

chocolates. More intricate than most of the containers for its competitors' offerings, the box is designed to imply that the donor has been given something that is a bit special.

Heritage is the grandest box. The name and the chocolates are designed to convey the very best of "English" chocolate making and are designed to compete with Continental brands which have made significant headway in the premium sector of the market. Heritage's hand-finished milk and plain covered chocolates are presented in a regal blue box trimmed with gold foil and decorated with red ribbon.

Small volume product

Heritage, unlike Tribute and Inspirations, will not be advertised; Cadbury sees the brand more as a prestigious but small volume product for the discerning.

The production lines will not begin to roll until September; the new brands will be in shops for the Christmas trade. Cadbury's corporate mind has been concentrated over the past two years by the 15.1 per cent stake held in it by General Cinema, the US group; it says it is more than optimistic about the chances of success for the new range.

Assessment panel

Risk-taking in the chocolate confectionery market nevertheless has to be put into the context of the British consumer market. Says Swallowtail, research director of Craton Lodge & Knight, the new product development group which worked with Cadbury on the new lines.

Swallowtail says: "The British like volume and variety whereas continental Europeans tend to savour their chocolates more and there is less variety."

A fairly typical English chocolate assortment eater, she says, was the woman on one of her assessment panels who, when ironing, had one hand on the iron and the other immersed in the box of Cadbury's Milk Tray.

Nevertheless, the British are

TECHNOLOGY

Research is an expensive business and many organisations - from computer companies to car manufacturers - are collaborating in order to share costs.

The leaders of one research project in the UK believe that they have worked out a blueprint for collaborative work which retains the economies while avoiding the main pitfalls.

The £3.6m project at the Royal Signals Research Establishment (RSRE), the Ministry of Defence research centre in Malvern, solves two of the problems that can bedevil joint research efforts.

First, it avoids the wrangling of participants, which are usually rival powers, by factoring an idea at a pre-competitive stage, when so little research has been done that no one can tell for sure that it will become a commercial proposition. In this case it is an advanced form of computer research patterns recognition and neural networks, which try to make computers behave like humans.

Professor William Gosling, director of technology at Plessey, the UK electronics company which is participating in the project, says: "At the beginning of a research project on something which is completely new, you just want to know where to go. This kind of research is a sort of think-tank which throws out good ideas."

The second and more unusual element of the project is that the researchers work together on one site, cutting out the management time and effort needed to co-ordinate research in several locations.

Two and a half years into the RSRE venture, David Bounds, deputy director of the project, extols co-location as "the one big advantage" of the scheme. "Co-location means the researchers talk to each other in their coffee breaks, bounce ideas off each other. It develops their expertise."

The RSRE laboratories were chosen as the research centre because of their relative neutrality compared with the sites of the eight participating companies - Barr and Stroud, British Aerospace, British Telecom, MEL (part of Philips), Plessey, Smiths Industries, STC Technology (STL) and Thorn EMI.

The participants believe that this sort of collaboration on one site is particularly relevant to two types of project. The first requires a "critical mass" of brain power to get it off the ground. The pattern recognition programme is an example: "We couldn't possibly have

Sharing ideas on neutral territory

Della Bradshaw reports on a UK research project which sets out a blueprint for collaboration

done the research at that level on our own," says Peter Selway, director of optoelectronics at STL.

The second example is the project which needs a high level of investment in equipment, which individual companies could not afford.

Co-located research is a relatively new way of working in Europe, although it is common in Japan. The UK Government is sponsoring four such research initiatives: two at RSRE plus two semiconductor programmes at the Rutherford Appleton laboratories and Edinburgh University. One purely commercial venture which takes the same approach is the European Computer Research Centre (ECRC), a company registered in Munich.

Set up in 1984, the centre is funded to the tune of DM15m (\$4.7m) a year by three computer manufacturers: Bull of France, ICL of the UK and Siemens of West Germany. Its 50 staff are working on artificial intelligence which, like neural networks, aims to make computer systems emulate human thought.

Hervé Gallaire, managing director of ECRC, cites better management control as one of the major advantages of co-located research. "It allows you to be more directive. With new projects you get a lot of ideas,

and a lot of choices have to be made about which direction to move in. It is more difficult to make those choices if the companies are located separately."

Because ECRC is registered as a company, it has also overcome another problem of pre-competitive research: how to sort out which company owns the intellectual property rights. In the case of Gallaire's company, the ECRC owns all the rights, but the three companies get royalty-free licences to use the results of the research. Where the companies have used software developed by ECRC, they have tailored it to their own products, says Gallaire, so avoiding direct competition.

The RSRE hopes to circumvent any problems over intellectual property rights by giving the eight participants free access to the technology for two years after the completion date.

Companies are already using ideas developed at Malvern. Ken Hales, research manager for aerospace and defence at Spads Industries, for example, says his company is using concepts from the RSRE project to enhance research into automatic speech recognition and aircraft engine monitoring.

Centralised research does have its own problems, notably staff recruitment. Because of



the shortage of highly trained computer staff, the ECRC has only recently filled its staff quota of 50, with only one third of the employees coming from the three sponsoring companies.

With the RSRE project Bounds foresees difficulties because staff from the eight companies would not want to be relocated.

Although the companies had to recruit specifically for the Malvern project, Bounds is satisfied that the new staff have

Council cuts its paperwork

A UK local authority has ordered an image handling system that uses optical storage from Philips of the Netherlands. Brentwood District Council is the first UK authority to choose such a system. It will use it to combat paperwork resulting from the new community charge and uniform business rate.

Roger Olding, the council's director of finance, says that of the 72,000 population, 57,000 will have to be billed under the new arrangements, double the number of existing ratepayers. In the first year of the community charge, more than 300,000 documents will have to be stored in a way that makes them easy to retrieve, so that questions can be answered.

Using the Philips Megadoc, documents will be scanned and recorded digitally on optical disks. When needed, they can be read off from the disc in a few seconds and displayed on a workstation screen.

Such systems are particularly valuable when dealing with external inquiries on the telephone. They allow simultaneous access by a number of clerks to a facsimile of the original document.

The installation will have three optical disk drives, two some 300 and 40 high resolution displays. Staff increases in the rating department will be kept to 75 per cent, instead of the 150 per cent that would have been needed under the old system.

Magnetic method of cooling

The first commercial uses of magnetic refrigeration will appear before 1990, according to Technical Insights, the New Jersey technology market research group. It believes that because the method can be up to 40 times more efficient and 25 per cent less expensive than conventional gas-cycle refrigeration, new industries will be created and existing ones fundamentally altered.

The basic physics has been known for many years and is based on the magneto-caloric effect, in which some materials when subjected to changing magnetic fields can produce temperature gradients. Technical Insights says that a big research effort at MIT (Massachusetts Institute of Technology) and Hughes Aircraft means that rapid progress in the field is a virtual certainty.

Among the prospects that would arise from successfully developed magneto-caloric refrigeration are low-cost liquid hydrogen production, revamped production processes and new breeds of air conditioners and refrigerators.

Technical Insights is offering a \$990 report called Magnetic Refrigeration: Shattering the Limits of Conventional Efficiency.

WORTH WATCHING
Edited by Geoffrey Charlish

There are 10 enhancement programs available to the operator, who can decide which one will give the best results. For example, the white end of the grey scale, produced by substances like Semtex which are transparent to X-rays, could be similarly processed.

Keeping the public posted

IN WALES, computer terminals installed in sub-post offices are providing members of the public with easier access to information about rates, rents and housing benefits.

Supplied by Unytec, the US computer group, the terminals are part of the company's AS mainframe computers at Montgomeryshire District Council's offices in Welshpool. Inquirers give name and account number to an official, who keys in these details and gives a print-out for the customer to take away. Later members of the public will be able to use the service to arrange appointments with council officers.

Better scrutiny of baggage

INDEPTH Systems, of Nottingham in the UK, has introduced an image enhancement and analysis system, which uses a microcomputer to process the data generated by baggage screening systems at airports and similar places.

Interpretation of the images normally produced by these X-ray machines is difficult, even for the most experienced operators, says the company. Most of today's machines will detect 250 levels of grey, yet the average observer cannot tell the difference between many of the levels.

A notorious problem is that there can be several shades near to black, but they all seem uniformly black to the operator. The company's IDS 400 unit will "stretch" the near-black levels electronically and then allocate a colour to each. Thus, a metal weapon inside a metal box might become visible.

Building up a big screen

COMVIEW International, a Swedish company, has developed a big screen video display system for round-the-clock outdoor viewing. Aimed at advertising and sports promotion companies, it is claimed to have much better picture definition than existing big screen systems.

The display can be built up to virtually any size by assembling rectangular modules. It can be directly connected to any video system or to a personal computer which is able to generate graphics.

The 40 cm by 46 cm modules are composed of 4,000 red and green light emitting diodes, which are cheap to run and have a long life. No blue component is available, says Comview, because the electronics industry cannot yet supply a blue diode of sufficient brightness at an acceptable price. But the modules are ready to take blue diodes as soon as they are developed.

Dealers outside Sweden are being sought to help introduce the display system in shopping centres, airports, sports arenas and similar public places.

CONTACTS: Philips Systems Office, UK, 0208 575115. Unytec: UK office, London, 085 0211. Technical Insights: UK, (0201) 588 4744. INDEPTH Systems: UK, 0602 430828. Comview International: Sweden, 760 51155.

ARTS

CINEMA

Barren trip through the cosmos

Watching Terry Gilliam's 'The Adventures of Baron Munchausen' in the living room...

THE ADVENTURES OF BARON MUNCHAUSEN Terry Gilliam

THE THIN BLUE LINE Errol Morris

TWINS Iva Reitzman

NIGHT ZOO Jean-Claude Lauzon

where they are going when they are going. Carving up the cosmos...

John Neville's hook-nosed Munchausen hams away gallantly inside furrowed brows...

There is no forgetting Errol Morris's 'The Thin Blue Line'...

How could one not fail for such a film? Not having any understanding...

night in 1976. Randall Adams was languished 12 years in death row for the crime...

A documentary about rough justice has collided with a film noir thriller...

This is a Raymond Chandler thriller laced with 70-proof moribund of Philip Glass music...

Nothing is what it seems' is the first, most obvious message...

The film puns with high-occasional wit, but the 30 minutes when the stars are allowed to prime each



John Neville as Baron Munchausen

ated an American fantasy murder-case: and for one man an American nightmare...

Elsewhere in American cinema, business is as usual...

The movie is a knockabout 'Rain Man' in which small-time con artist DeVito meets long-lost sibling Schwarzenegger...

The film puns with high-occasional wit, but the 30 minutes when the stars are allowed to prime each

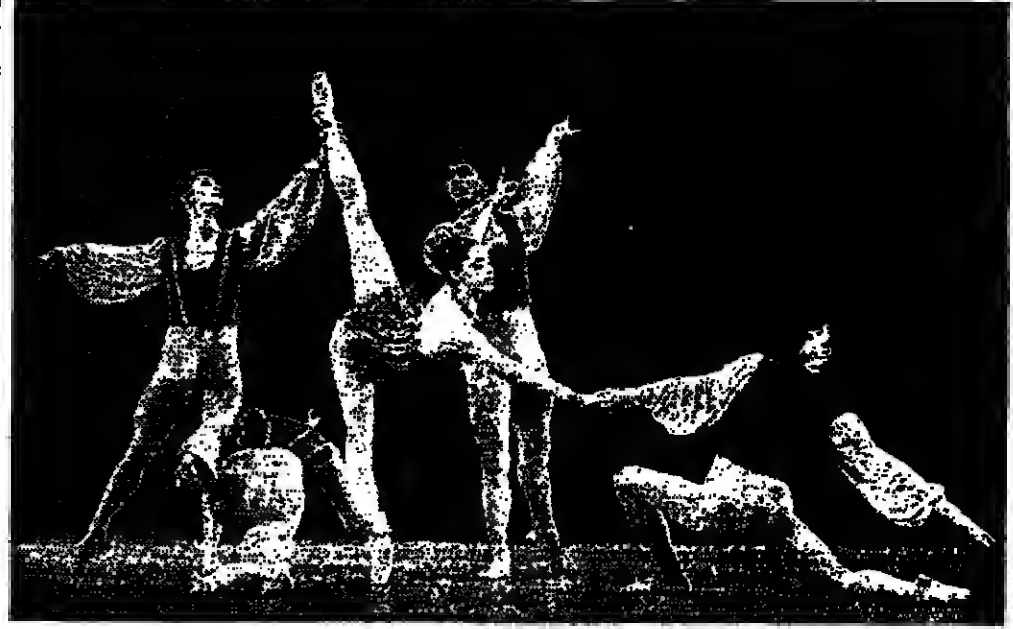
other's comic engines, with help from director Ivan Reitman...

But once the duo hits the road, in pursuit of \$5m of scam money...

Can a movie which wins twelve national film awards still induce catatonia?

One thing is certain. The audience does not want him least of all as guided through the dark night of the French-Canadian soul...

Nigel Andrews



Dorothy Bussell (centre) in Capriccio

Capriccio

COVENT GARDEN

Balanchine's realisation of the Stravinsky Capriccio for piano and orchestra...

So Balanchine's language is one of extreme sophistication, with movement taken to madcap lengths...

Everywhere the academic dance takes on new disguises, while yet remaining itself...

Clement Crisp

many of the other characters are now uncertain in dance or in temperamental nuance...

Mr Pickford also made a powerful bid for the leading male role in the closing Rhapsody...

It is a sub-text to this welcome triple bill that it is that there is young talent...

Clement Crisp

Eve Dreams in Paradise

BIRMINGHAM TOWN HALL

Alexander Goehr's new work, broadcast from Birmingham on Radio 3 last Tuesday evening...

Goehr's output in the 1980s has been dominated by his opera 'Abend in Bern'...

Richard Fairman

the opening of the scene, cross-cut with the soprano's first intonation...

Certainly the shape of the work implies a potent musical and psychological contrast...

Andrew Clements

Saleroom Scandinavian successes

Sotheby's sale of Scandinavian paintings on Tuesday evening...

"Teatime," a bold, decorative canvas by Sigrid Hjerten...

Susan Moore

March 10-16

the Unknown mille fleurs tapestries - an allegory of the five senses...

Paris des Beaux-Arts. Art Deco in Paris. 1925-1939.

Musee Royaux d'Art et d'Histoire. Tibet - Terror and Magic.

Musee d'Orsay. Paul-Emile Pissarro. 1859-1870.

Musee de la Ville de Paris. The splendour of Roman silverware.

Musee de la Ville de Paris. The splendour of Roman silverware.

Musee de la Ville de Paris. The splendour of Roman silverware.

Musee de la Ville de Paris. The splendour of Roman silverware.

ARTS GUIDE

EXHIBITIONS

London

The Royal Academy. Italian Art in the 20th century...

The Hayward Gallery. Leonardo da Vinci: Artist, Scientist, Inventor.

The Hayward Gallery. Leonardo da Vinci: Artist, Scientist, Inventor.

The Hayward Gallery. Leonardo da Vinci: Artist, Scientist, Inventor.

Paris

Grand Palais. Paul Gauguin. Coming after Washington and London...

Le Louvre des Antiquaires. A show of wallpaper from 1720 to 1860.

Musee de la Ville de Paris. The splendour of Roman silverware.

Musee de la Ville de Paris. The splendour of Roman silverware.

Musee de la Ville de Paris. The splendour of Roman silverware.

Othello

GREENWICH THEATRE

The hit-or-miss new regime at Greenwich flourishes into the mire with this dull, clumsy and pointless co-production...

It is tempting to overlook the lubricious and self-deluding programme notes...

Othello frequently does modern garb. The Young Vic gave us bored expatriates turning to intrigue...

reported here in January, created an intimate, domestic tragedy in conversational tones...

Henk Schut's design for Venice - a facade with belatedly - a facade with belatedly - a facade with belatedly...

The first 90 minutes are numbing, while both Iago and Othello bid fair to be among the worst interpreters...

Martin Hoyle

Warsaw Philharmonic

BARBICAN HALL

The only regret one might have about the 'Great Orchestras of the World' series...

The point was immediately underlined by a comparison between the chamber work heard here...

Richard Fairman

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FINANCIAL TIMES

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Thursday March 16 1989

The industrial policy myth

WHEN INDUSTRIES in competitive markets start describing themselves as "strategic", governments, taxpayers and consumers should watch out. Special pleading will follow. Such has been the recent pattern on both sides of the Atlantic, where producers threatened by Japanese competition insist that they deserve a helping hand from government.

In Europe, such arguments are being made by some larger companies, including Fiat and Philips, when lobbying for a Community "industrial policy". This proposal amounts to little more than a thinly veiled call for subsidies and trade protection. These demands should be firmly resisted. Industrial policy in the EC after 1992 should remove trade obstacles and market distortions, not shelter established producers by erecting new ones. For the Community to adopt the kinds of interventionism previously practised by individual member countries would simply repeat the same mistakes on a bigger scale.

Europe's abysmal record in this area needs to be kept clearly in mind not just in Brussels, but also in Washington, which is starting to show a decided enthusiasm for "national champion" projects in response to Japan's growing challenge in key electronic technologies. In the name of safeguarding strategic industries, the federal government has already agreed to finance a joint industry consortium in semiconductor manufacturing, and is being asked to support another, to develop high definition television.

Relaxation of rules

The second project raises particularly difficult questions, not least because it is being championed as much by some in government who view it as a way of reviving America's virtually extinct car industry. The electronics sector, as by the companies involved. It would extend well beyond joint research into production and marketing as well. That would require a relaxation of anti-trust rules, which could set a precedent for other similar ventures in the future.

The fuss about food

THE HEAD of steam behind the debate over the safety of Britain's food has diminished; the Commons debate on the Agriculture Select Committee's report on the egg crisis was noticeably less fiery. With food issues no longer dominating the front pages and TV screens, the whole affair has begun to look like a mild days' wonder. The natural reaction is to forget all about it, but this would be a pity. It should be viewed, instead, as an opportunity to take a cool look at how to improve food policy.

The nation's scientists may not agree on the gravity of the threat from food poisoning, but the debate has highlighted two key issues. The first is food safety. The Prime Minister has chaired the first meeting of a new cabinet committee to oversee food policy and has apparently decided that a new Food Bill (the current one having been under review for six years) is a priority for the next parliamentary session. There is also a new expert committee under an independent chairman which will include consumer representatives and advisers on food safety.

The egg crisis and the subsequent report by the Agriculture Committee, underlined both points. The salient question is a new strain, which may have emerged because of new intensive methods of rearing and feeding hens. The Government's scientists alerted it to the danger in November 1987. Yet complacency and laxity within the Ministry of Agriculture (MAFF), and poor co-ordination between it and the Department of Health, meant that egg producers were not informed until June, when the consumer many weeks after that.

Egg industry
The committee's report rightly castigates officialdom for its sluggishness, ministers for their lack of political direction and the egg industry for burying its head in the sand. Clearly the system worked badly. A similar crisis could just as well have erupted over some other foodstuff.

grandiose objectives set for it. But its potential for doing harm is considerable. It would legitimise collusion and cartelisation in a highly visible industry which has until now been subject to particularly intense competition. As a direct stakeholder in such an exercise, Washington would inevitably be tempted to resort to political measures, notably increased trade protection, to try to ensure its success.

Restrict competition

Furthermore, the further the US proceeds down this path the worse the example for the EC. European companies involved in co-operative research and development programmes such as the Esprit and Eureka are already pressing for permission to extend such collaboration much closer to the market.

Given the growing concentration occurring in some parts of the European electronics industry, that could restrict competition. European policy-makers should be considering, instead, whether there is any longer a need for Esprit-type programmes, now that they have achieved their original purpose of breaking down barriers between companies in different countries.

Western advocates of industrial interventionism often claim that such policies have proven their worth in Japan. Indeed, some have called for an American equivalent of Japan's Ministry of International Trade and Industry to co-ordinate companies' strategies. Such "administrative guidance" has undoubtedly played a role in Japan's industrial success. However, its importance has been exaggerated in the past and is rapidly diminishing now.

Japanese industry's continued success has much more to do with high investment, capable management, high quality research and training, effective mechanisms for diffusing innovation through the economy and the maintenance of vigorous competition between domestic producers. An industrial policy that would have any sense for Western countries has to eschew the simplicities of protection, subsidisation and cartelisation and focus on areas such as these.

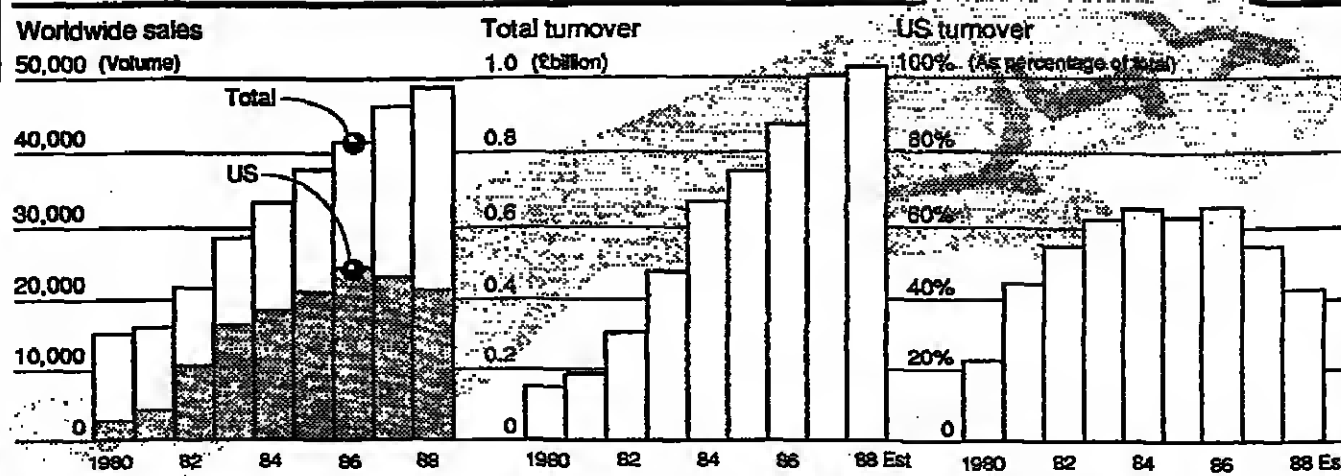
MAFF is widely viewed as favouring the producers over consumers. Certainly, the industry provides a far greater input into decisions on food than consumers. Yet it is far from clear that MAFF up and dispatch its disparate parts to other (not necessarily more efficient) departments. MAFF does at least have the capacity to oversee most of the food chain.

Political commitment

On this line of argument, what has been most lacking is a political commitment to making food safety a priority. Here, too, the industry is culpable. The Prime Minister has chaired the first meeting of a new cabinet committee to oversee food policy and has apparently decided that a new Food Bill (the current one having been under review for six years) is a priority for the next parliamentary session. There is also a new expert committee under an independent chairman which will include consumer representatives and advisers on food safety.

Yet there is a major problem with such partial modifications of the status quo. More even than Caesar's wife a regulator of food quality must be above suspicion. In this case of undue bias towards producers. By virtue of its history and dual function as regulator and sponsor MAFF can hardly obtain the required trust on its own. Additional ways must be found to reassure the consumer that Britain's food is safe.

An independent Food Standards Agency, with some of the features of the US Food and Drug Administration, has been recommended as one solution. Naturally, questions before such an institution could be established in a British context, not least its precise powers and accountability — and indeed, with the onset of the European single market, whether such an agency should extend across it. But the concept should be explored with some urgency. An independent agency would do more than help to establish publicly acceptable, clearly understood and enforceable standards of food safety; it would be seen to do so.



As Jaguar reports its annual results today, Kevin Done examines the difficulties facing the famous British car company

The hard road lies ahead

City analysts packing into the Waldorf Hotel in London today for the announcement of Jaguar's 1988 results would do well to be armed with a batch of textbooks on management theory. Sir John Egan, chairman and chief executive of the UK luxury car maker and the man who steered the company to surging profits in the mid-1980s when the dollar was riding high, has become a convert to the Deming school of total quality management, as he seeks to map out a new strategy for Jaguar. The task for Sir John — working closely with consultant Dr Myron Tribus, a Deming disciple, — is to sustain Jaguar's long-term profitability in the 1990s, and ensure its independence from predators when the protection of the Government's golden share runs out at the end of 1990.

In catching on to the management theories of Dr W. Edwards Deming, the American academic credited by many for playing a major role in shaping the post-war success of Japanese industry, Sir John is following in the wake of many other automotive groups, not least Ford of the US.

The Jaguar chairman has been forced to innovate. As the dollar began to tumble in 1985, the growing weaknesses in Jaguar's cost structure that had been overlooked in the dash for growth in the first half of the 1980s began to be cruelly exposed.

Successful currency hedging operations delayed the hour of reckoning, but they could only provide a temporary protection against Jaguar's dangerous over-dependence on the US. Above all it had been growth in the US, the world's most important luxury car market, that had made possible Jaguar's success in the first two years following its privatisation in 1984. Pretax profits surged to a peak of £21.3m in 1986. It was the favourite example cited by UK Government Ministers preaching the virtues of privatisation.

But Jaguar's profits faltered in 1986, began to fall back in 1987 and today the City is braced for the announcement that earnings were more than halved in 1988 to £40.45m from £97m in 1987. Recent City forecasts have suggested that pretax profits could fall as low as £15.3m this year.

Sir John accepts that prices in the US were pushed up "above the easy ability of the market to absorb them. Instead you have to reduce costs. You cannot depend any longer on the name and old world charm and wood and leather to get enormous premiums in the market."

Last year Jaguar was hit by the compound problems of the much lower value of the US dollar, falling US sales volumes and a complete inability to raise prices. From the autumn of 1987 to February this year it was unable to impose any price increase in the US and was forced to defend desperately existing price levels.

Jaguar has been far from alone in its problems in the US and indeed can claim to have weathered the storm better than most of its European competitors. Porsche's sales and profits have crashed in the last two years and the profits of Saab's car division have all but disappeared. BMW sales in the US plunged by 16.5 per cent, and sales fell by 44.5 per cent and Mercedes-Benz's US sales fell by 6.8 per cent.

But, with its narrow product range and continuing need to invest heavily to overcome decades of neglect, Jaguar is more exposed than most of its rivals to any deterioration in the competitive climate.

It currently presents a paradoxical picture with sales and production continuing to rise to record levels, while profits go into free-fall and most of the group's financial ratios deteriorate sharply.

In the first two months of 1988 sales worldwide were 15 per cent above the level a year ago at £235. For the year as a whole it is hoping to increase sales to about \$5,000 million by a 5-10 per cent increase in US sales. Jaguar is opening up a promising market in Japan,

where sales doubled last year from a small base to 1,254. It is aiming to increase Japanese sales to 2,000 in 1990 and sees a market potential of 5,000 cars a year once it has established a comprehensive dealer network.

It has successfully reduced its dependence on the US market from a peak share of 85.5 per cent of turnover in 1986 to an estimated 42-43 per cent last year, but Sir John doubts whether this can ever fall much below 40 per cent.

Continuing success on the sales front cannot mask the pain Jaguar has spent heavily on creating new engine facilities. The next major project must be the renewal of the final assembly operations, probably in conjunction with the launch of the much heralded new sports car, the F-Type, due for launch around the end of 1993.

The months of rumbling labour discontent over the company's modest two-year pay offer for 1989/90 (results of the latest workforce vote are due today) have undermined again the daunting size of the task needed for Jaguar. "Building up a world-class car company in a non-world class economy is difficult; but in the long-term we must be cost-competitive with the potential Japanese competition," says Sir John.

The book now at his right hand is The Deming Guide to Quality and Competitive Position. "We must be thinking of the future and developing management processes, not firefighting for today." In fact, Jaguar is still reeling a tightrope over short-term disaster and long-term survival and from the end of 1990 when the Government golden share expires, the threat of takeover could become a daily reality.

Ever since the US dollar began its fall in 1985, Jaguar has faced a currency mountain to climb. The company calculates that every decline of one cent in the value of the dollar against sterling wipes 23.5m off its bottom line profits. In 1987 its dollar revenues were hedged at \$1.33 to the pound, last year it was \$1.55, a difference of \$20.6m in annual pretax profits. Much of the City pessimism about Jaguar's results in 1988 is based on the fact that the company is now hedged for three-quarters of 1989 at \$1.70 to the pound.

Sir John insists that Jaguar is not just a three-year company in 1989. "People have a little too gloom, we should be profitable in 1989 and able to fund fully our \$100m-plus investment and research and development programme."

The key to whether Jaguar succeeds in the aim lies in its ambitious cost-cutting programme which began in mid-1988. It is seeking to take out of the business around £50m a year, or five per cent of costs,

by eliminating waste, improving efficiency and productivity, and "seeking to get it right first time from first design concept in high manufacturing". The cost-cutting will inevitably bring reductions in the workforce. It has already declined from a peak of 12,966 in March 1988 to 12,611 at the end of 1988. Sir John expects further reductions of up to 400 a year through natural wastage. Production has fallen from close to 1,300 a week in the spring of 1989 to 1,170 now.

At the same time capital investment fell from a peak of some £132m in 1987 to £104m in 1988. Jaguar faced an onerous investment burden to catch up on omissions of the past. Sir John maintains that in 1984 the average age of Jaguar's machine tools was 25 years. In an audit it found a lathe still working dating from 1965 with a refurbishment slip from 1920. The aim now is to lower capital investment each year to around 10 per cent of turnover, with research and development spending of around 5 per cent of turnover.

It has built an entirely new design and engineering centre, is close to completing a highly automated body assembly line. It has modernised the paint shop and has spent heavily on creating new engine facilities. The next major project must be the renewal of the final assembly operations, probably in conjunction with the launch of the much heralded new sports car, the F-Type, due for launch around the end of 1993.

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Rise of the new gurus

Perhaps every government, and every decade, have their economic gurus. Remember Balogh and Kaldor in the 1950s, and Milton Friedman in the 1970s?

Another school is coming up, which has had some influence on the last two British budgets and may have even more important work in the pipeline. The Financial Markets Group at the London School of Economics at the end of 1986 and has been working quite closely with the Inland Revenue on tax policy. A major work called Taxation and Investment in a Dynamic Economy, is under way. It sounds remarkably close to the thinking of Chancellor Lawson: if you produce a stable tax regime, you create the climate for investment.

The Group is led by Charles Goodhart, formerly Chief Adviser to the Bank of England, and Mervyn King, who began to make his name as Professor of Investment at the University of Birmingham and now has a chair at LSE. Along with John Kay, King has just completed the fifth edition of their standard work: The British Tax System.

King and Kay, however, have recently started to go different ways, at least in public. When Kay left the Institute of Fiscal Studies for the London Business School, he was prone to make outspoken attacks on the Government, including the Inland Revenue. King has become more of an insider: he is, for example, an independent director of the Securities Association.

King also submits budget proposals. Last year he produced a paper on a flat-rate tax. It recommended a top rate of 40 per cent, which the Chancellor introduced. This year he circulated a paper on National Insurance Contribu-

African Queen

Margaret Thatcher clearly considers herself adequately versed in the intricacies of African politics. When she sets off next week on her journey to Morocco, Nigeria (a luncheon stop-over) Malawi and Zimbabwe, there will be no representative of the Foreign and Commonwealth Office on her VC-10.

The first foray into Africa — the Commonwealth conference in Lusaka in 1979 — was under the tutelage of Lord Carrington, then Foreign Secretary, Patrick Fairweather,

Rough cricket

Not many cricketing milestones are established in Toronto. But Canada's frosty financial capital may be host in November to what is thought to be the first international cricket match to be played on artificial turf.

The match would take place under cover in the SkyDome — the city's new 55,000-seat all-purpose sports stadium — which is currently taking shape. If current plans are confirmed, the match will pit the West Indies against a star-studded international XI. Although a few financial loose ends remain to be tied up, the main obstacle to confirmation is the reluctance of some players to perform on an artificial surface.

Having borne the brunt of the West Indies fast bowlers on grass, their prospective opponents may be forgiven for not relishing a similar confrontation on an unpredictable matting wicket.

With the stiff upper lip we have come to expect, an FCO official says: "Charles is there to bat for us." Powell has been on secondment to No 10 Downing Street from the Foreign Office since 1984; not everyone nowadays considers him a true Foreign Office man.

BOOK REVIEW

Takeovers: a health risk

The traditional case for anti-trust policy is that if companies are allowed to buy up their rivals and achieve dominant market positions, prices will be raised to excessive levels and the consumer will suffer. Recent economic analysis, especially in the US, has cast doubt on the assumption that high levels of concentration are bad for the consumer; the dominance of a firm like IBM may simply reflect superior performance.

On this view, mergers need to be challenged only in those cases where barriers to new entrants are high and the proposed combination may make them even higher.

A separate argument, which is sometimes used to support a stronger anti-trust policy, is that there are too many mergers in the UK and the US. While an active market in corporate control is desirable, the process can become too frenetic, distracting managers from the task of running their existing business. Takeovers can be a costly and disruptive means of displacing weak management.

These issues are usefully explored in a collection of essays edited by James Fairburn and John Kay. One message that emerges is the need to keep anti-trust, and merger control in particular, in perspective as an instrument of public policy. Merger activity in the UK during the post-Second World War period has not had a spectacular effect on the vigour of competition in the economy.

It is true that some horizontal mergers do enhance market power to the detriment of consumers and should be challenged. But the impact of anti-trust enforcement on the competitive process should not be exaggerated. Keeping markets open to new entrants relies more on other aspects of public policy, including a liberal approach to foreign trade and the removal of regulatory barriers.

Another study (The Monopolies Commission and the market process, by Richard Shaw and Paul Simpson, IFS report series no 33) shows that in five concentrated industries studied by the Commission in 1959-63 the main competitive developments — entry of new producers, countervailing power by customers, increased import pressure — occurred independently of the Commission's recommendations. The anti-trust authorities' role is to give a useful nudge to the competitive process.

How can the nudging process best be implemented in the UK? There is a case for incorporating into law the 1982 Tebbit guidelines (which stated that merger references to the Commission would be based primarily on competition grounds) and for upgrading competition as the principal concern of the Commission itself. One of the book's contributors, Stephen Littlechild, thinks current rules deter

MERGERS AND MERGER POLICY edited by James Fairburn and John Kay. Oxford University Press, £5

some potentially useful mergers and would expand the guidelines to stress "natural or artificial barriers which prevent the entry or growth of competitors."

Fairburn makes the sensible suggestion that references of potentially anti-competitive mergers should be taken out of the hands of the Trade Secretary and vested in the director general of fair trading. He would also like to see the Office of Fair Trading brought directly into the Commission's proceedings as an advocate of competition. The Commission is too prone to allow the agenda in each case to be set by the participants; cross-referencing between reports is rare.

Fairburn writes: "Although the same issues come up repeatedly — market definition, sources of potential competition — it is hard to trace the Commission's reasoning from report to report, or even that it regards such continuity as an important matter." The OFT would have a strong incentive to draw out the common themes and to focus the Commission to confront the key issues directly. These procedural changes would give a sharper focus to merger policy.

Excessive takeover activity has done our industrial health no good. Evidence of potential reform suggests that the claims made by take-over promoters should be treated sceptically. The evidence also argues for the removal, as argued by Mervyn King in his contribution, of tax and other incentives which make it cheaper to expand by buying companies than by buying new capital goods. It is surely better, as the papers by Julian Franks and Robert Harris stress, to identify and correct malfunctions in the market for corporate control, than to extend government monitoring of the takeover process.

John Kay thinks this market is inefficient as a means of imposing discipline on management. But it is hard to be optimistic about the proposed remedies, such as strengthening non-executive director and more involvement by institutional shareholders.

One useful step might be to oblige companies to disclose more information, in a consistent and detailed way, about the consequences of takeovers. The stock market is probably the least bad way of arbitrating between the claims of different management teams to manage industrial assets, but a market that is better informed, both about the previous takeover performance of the acquirer and about the financial consequences of takeover activity in general, might make sounder decisions.

Geoffrey Owen

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ECONOMIC VIEWPOINT

Not a sufficiently monetarist Budget

By Samuel Brittan

The British Chancellor, Nigel Lawson, was under pressure from two different sources in the run-up to the Budget. The fiscal activists wanted him to avoid tax remissions despite the large Budget surplus to dampen down demand. The "Pay of the National Debt" school wanted the surplus kept intact to make a show of repaying that debt.

The two pressures came from very different stables, both intellectually and politically. But for once they agreed on immediate objectives - no tax remissions and abandoning the objective of halving the Budget.

The repay-the-Debt school was the one represented in the Number 10 entourage. If the Budget Red Book (the popular name for the financial statement that accompanies the Chancellor's measures) had projected a series of rising surpluses - or Public Sector Debt Expenditure (PSDE) as they are now called - the Chancellor would have been seen to have given in to one or both of these pressure groups, whatever he had said.

In fact the Chancellor explicitly repudiated both schools of thought and published a projection showing the PSDE levelling off at £14bn in 1989-90 and then gradually declining to £8bn by 1992-3 - the probable election year - and £3bn by 1993-3.

How has the Chancellor been able to combine this projected running off of the Budget surplus with the conventional caution on tax cuts urged on him by City commentators and political colleagues? In part because the tax remissions have been somewhat larger than realised.

These consist mainly of two items - the decision not to upgrade Excise duties on spirit, tobacco and petrol and the like in line with inflation, and the very welcome reform in employee National Insurance Contributions for the lower paid. But because of the timing of the latter, the full year cost of the two measures will build up from the £1.5bn which figures in the headlines for 1989-90 to £3.5bn in the following year.

Even so, these remissions would not have been enough to prevent a build-up of surpluses on the estimate of nearly all outside analysts. The Chancellor has only been able to reconcile his stated beliefs with his tax caution by much more pessimistic revenue and expenditure projections than these.

The process is not nearly as blatant or crude as some suppose. No one asks the Treasury or Inland Revenue to produce deliberately low surpluses for the sake of political convenience. It is rather that, left to themselves, the officials concerned make ultra-cautious predictions, as we have seen in the last few years. The Chancellor and his top advisers would be well within their rights in asking the officials to re-examine their assumptions and their findings - or deciding to go for the upper end of the likely range - without offending anyone's professional conscience. All they need, if they want ultra-conservative projections, is not to intervene.

Not should the cautious official forecasts be laughed aside. The most respectable analysts are inclined to take the movements of the last couple of years and project them. Nevertheless, my guess is that there is indeed some deliberate over-

caution in the highest reaches of the Treasury and that there will be more headroom for tax-cutting or concessions to the infrastructure spending lobbies than Treasury Ministers now admit. But, like the Battle of Waterloo, it will be a more closely-run thing than speculators now suppose.

THE BUDGET is not only an occasion for announcing fiscal policy, but for setting, or restating, the course of monetary policy.

The Chancellor's assurance that "interest rates will stay as high as needed as long as needed..." to get on top of inflation is important. But the Government does not have adequate criteria for deciding just how high and how long this has to be. It will be quite easy to produce an appearance of low inflation by the

next election if the date is chosen appropriately after some mortgage rate cuts and in between public sector price rises. After all, as recently as February 1988, the year-on-year increase in the Retail Price Index was only 3.3 per cent, when we now know that there was a powerful inflationary head of steam.

But the underlying rate of inflation is a very different matter. The present underlying rate is probably over 6 per cent, making a reasonable allowance for house prices but excluding erratic mortgage interest effects. On the Chancellor's measure, it should peak at around 5 1/2 per cent to 6 per cent. But on present policies, any major reduction in this core rate will have to wait for a further Parliament and there could be quite a struggle to prevent it going higher, even if it dips during a period of apparent overkill.

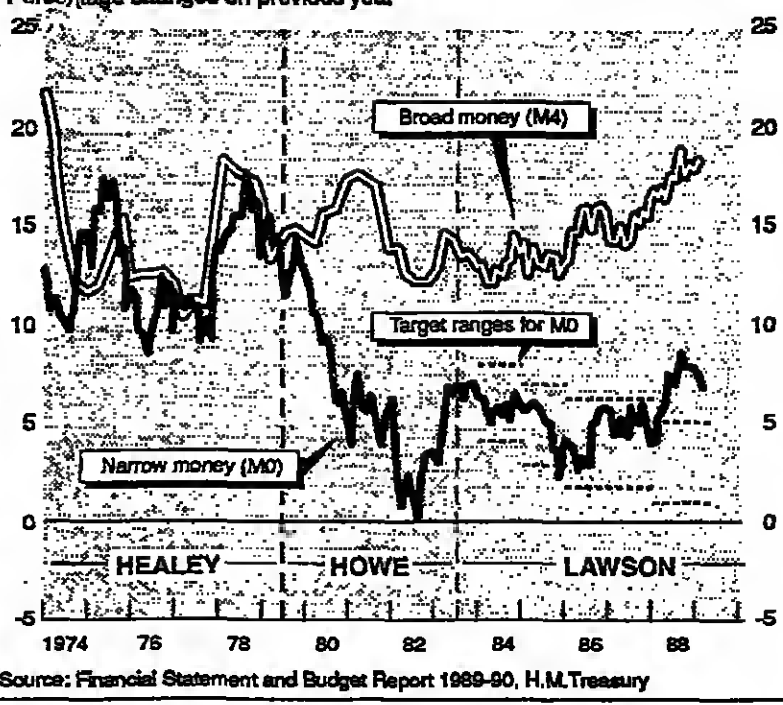
Among my reasons, first, is that the world's governments and central banks have underestimated both real growth and inflationary pressure since about 1982. They have been worrying too much about slowdown and not enough about rising prices. When I hear the Chancellor saying that world interest rates may be about to peak, I fear they are doing so still.

Second, this underestimate of upward pressures has been greater in the UK than anywhere else. The Red Book estimate of Nominal GDP growth, which takes in both the real and inflationary component of 7 1/2 per cent growth in 1989-90 and 6 per cent in the following year, seems to me too low. While the build-up of consumer debt as a proportion of income and wealth will ultimately come to an end for prudential reasons, as the Treasury argues, there is no reason why this should happen at all soon.

Any immediate slowdown due to high interest rates is likely to be reversed when interest rates come down or even when the shock impact of existing high rates wears off. A more durable reduction in debt growth probably depends on a decisive downturn in the growth of nominal incomes from the 7 1/2 per cent to 9 per cent per annum corridor in which they have been stuck.

Third, and more important, even if the Treasury's real growth forecasts are right, the present level of capacity and labour utilisation could well be too high even to stabilise inflation, let alone to drive it down. The Phillips and Drew capacity utilisation index based on the CBI survey

Two ways of measuring money



Source: Financial Statement and Budget Report 1989-90, H.M. Treasury

is now at record levels - higher than in the Heath-Barber boom or the Labour 1979 boom.

But it is highly dangerous to rely on such physical indicators. The flexibility of the economy and its ability to work at high pressure have improved since their earlier periods, but we do not know by how much.

So my fourth, and most important, worry is the lack of a monetary regime or set of reliable warning bells which will give the Chancellor some idea of when he should adjust interest rates by how much and in which direction - not precisely of course, but even roughly.

Tim Congdon, the independent monetary analyst, keeps asking why Nigel Lawson abandoned broad monetary targets in favour of M0 (notes and coins). There are many clear causal roots between the increase in bank and building society deposits and the rise in total spending in the economy - not least because of the links with credit growth which so offends some monetary purists. M0 by contrast is profoundly non-monetarist. It is at best a near coincidental indicator of Nominal GDP - and on my reading of the chart - dubious even in that role. But its greatest support in the Treasury do not claim that it causes anything to happen.

The fatal attraction of M0 is that it contains the letter M and is sometimes misleadingly known as the monetary base. There is, however, no profound problem about why the Chancellor should have been tempted. Broad money proved misleading at the beginning of the 1980s about which Congdon says very little, and M0 was supported both by economists regarded as full-blown monetarists such as Patrick Minford, and moderate monetarists such as Alan Budd. To be fair to Treasury strategists,

for instance in the Red Book, is in terms of Nominal GDP. It would have been better to have monitored that more closely, or to have made broad money the focus of attention even without an explicit target, in place of the emphasis on M0.

As we all know, the Chancellor's own eventual instinct was for an exchange rate objective against our major hard currency trading partner, namely West Germany. To have worked, it would have needed a longer period than the year it lasted. It would also need a very clear commitment, buttressed preferably by membership of the European Monetary System. The back door via the G7, now under this less-than-inspiring leadership of US Treasury Secretary, Brady, will not do.

EMS membership is still the main chance I can see of reducing the core rate of inflation by the next election through a gradualist route. But it would not be easy, and credibility would take time to build up. Nor would it avoid some period of at least growth recession.

One alternative - other than lock - is a sharp and perhaps short recessionary shock, with a period of sterling overvaluation. It need not be on the scale of 1980-81, but it would have to bring about a change of gear in wage setting and price expectations.

It would not be the end of the world, or even of the Thatcher Government, if it did go into the next election with an underlying 5 per cent rate of inflation. In these circumstances, there would still be growth and supply-side achievements to proclaim; and Labour could hardly claim greater counter-inflationary credibility unless it embraced the EMS itself, on which some of its leaders have similar hang-ups to Mrs Thatcher.

LOMBARD

A date the world wants to forget

By Edward Mortimer

EXACTLY a year ago some 6,800 inhabitants of Halabja, in Iraqi Kurdistan, were killed in a poison gas attack. It was only one of at least ten occasions between April 1987 and October 1988 when Iraq's armed forces used chemical weapons (CW) against the Kurds, but it was the one which got most publicity, because Iranian forces captured the town and invited Western reporters to film the effects. Halabja became the symbol of the agony of the Kurdish people, and today the anniversary will be commemorated around the world.

On June 7 last year Sir Geoffrey Howe told the UN Special Session on Disarmament: "We have to act before it is too late. The United Nations must demonstrate with all the clarity and conviction at its command that those who use chemical weapons are the outcasts of the civilised world."

On August 26 the UN Security Council, relieved that the fighting between Iran and Iraq had meanwhile come to an end but uneasy about the role played by chemical weapons (CW), passed a resolution condemning their use and promising to take "appropriate and effective action" if they were used again.

But, as the updated Minority Rights Group report published today says, "they were used again 48 hours after the Resolution, and again in September and October, yet no appropriate and effective measures were forthcoming." Iraq blocked demands for a UN investigation. Yet even though both Britain and the US said they had "compelling indications" that Iraq had indeed used CW against the Kurds after the ceasefire with Iran, neither attempted to reconvene the Security Council.

They pressed to be satisfied with an assurance, given by the Iraqi Foreign Minister at the end of September, that Iraq would refrain from any further use of CW in the future. But according to Kurdish leaders Iraq did use them again on October 11 and 14, causing several hundred casualties. These reports too remain uninvestigated.

Chemical warfare is by no means the only abuse to which the Kurds have been subjected. A total of two million Kurds are believed to have been displaced. Of these, some 250,000 are now refugees in Iran and Turkey. The rest are still in Iraq but kept forcibly away from their homes. According to Kurdish leaders more than 4,500 of the 5,000 villages in Iraqi Kurdistan have been destroyed or depopulated since 1976 - more than half of them in the last two years.

Those driven out of their homes within the officially recognised "autonomous area" are allowed to remain in the region. But some 400,000 who lived outside that area have been deported to remote camps in the desert near the Saudi and Jordanian borders. No one is allowed to visit these camps, but the conditions there are said to be appalling. Men and women are segregated, and children allowed to stay with their mothers only till the age of three.

One must hope that these reports are exaggerated, but so long as Iraq denies access to any impartial investigators one is bound to fear the worst. Yet the international community seems willing to shrug its shoulders and pass by on the other side. There is a strong prima facie case that Iraq is guilty of genocide as defined by the 1948 Convention, but none of the other parties to that Convention has so far seen fit to institute proceedings. A draft resolution requesting the appointment of a special rapporteur to study the human rights situation in Iraq was not even discussed at the recent meeting of the UN Human Rights Commission, and even those governments (including Britain) which sponsored it continue to cultivate Iraq with trade credit and ministerial visits. Each shelters behind the others, arguing that to take a stand in isolation would simply exclude its nationals from an important Middle Eastern market.

So far from being "the outcast of the civilised world", President Saddam Hussein of Iraq is allowed to behave like its spoils hat.

"The Kurds, available from 29 Crown Street, London WC2N 5NT. Price £2.20

LETTERS

Soviet aim of nuclear disarmament

From Mr Leo Parish, Counselor, Soviet Embassy, 13 Kensington Palace Gardens, W8

Sir, Your political correspondent Michael Cassell asserts in "Labour: team to visit US" (March 7) that Soviet officials would prefer Britain to include her nuclear weapons in superpower talks, rather than to offer any unilateral or bilateral deals.

In fact in Moscow members of the Labour party delegation were briefed on the well-known Soviet position. The Soviet Union welcomes any real reduction of nuclear weapons whether it is unilateral, bilateral or multilateral. General V. Lobov stressed that unilateral nuclear disarmament of Great Britain would be a "remark-

able step" that would create an entirely new situation at the Soviet-American negotiations on strategic nuclear weapons and encourage other nuclear countries to take positive steps in response.

Back in 1984 the Soviet Union made a commitment to reduce the stock of its medium-range nuclear means by a number of nuclear weapons that Britain would actually eliminate. It was reiterated to the Labour party delegation in Moscow that in new conditions the Soviet side would be prepared to hold talks with the British Government about possible reciprocal measures if Britain takes a decision to

eliminate its nuclear arsenal. No preference were given from our side to any of three options currently under discussion in the Labour party - unilateral, bilateral or multilateral nuclear disarmament.

The aim of the Soviet Union is nuclear disarmament. In this we are looking for partners. If any government of any nuclear power joined us in this quest for nuclear-free world we would find ways and means to make accommodations to achieve this.

Leo Parish, Counselor, Soviet Embassy, 13 Kensington Palace Gardens, W8

Players' rules

From Mr W.A. Imthurn, 5 South Park Meus, SW6

Sir, In Eurobond issue practice to change" and "Leading players back reform of new issue practices" (March 6), Andrew Freeman made some assertions which need to be clarified.

He writes: "Co-managing banks are invited to join an underwriting syndicate, but usually have to wait for up to three months before they know the final price at which they bought bonds." If this were so, the new issue activity would long ago have ground to a halt. At the speed at which new issues launched these days nobody would sustain a three-month risk to pricing.

Subsequent statements in the articles, attributed to leading "players", reinforce my conviction that the shouting regarding current market practice is about nothing.

The primary market has perfectly adequate underwriting and selling group agreements but at the moment they are not being enforced. That is the crux of the matter: enforce the rules or abandon them.

Neither the International Primary Markets Association nor any of the stronger underwriting members have yet had the courage to face some facts: a well-priced good-quality issue, launched at the appropriate time, will sell itself; and the total spreads in their present form are one of the foremost culprits of the malaise.

No investment banker worth his salt will entertain the risk if the issue has a tighter spread but will gladly play the innocent fool if he can exit his commitment under the guise of anonymity and still appear in the even more meaningless league tables.

Rather than heat, why do the participants not address their problem instead of blaming each other for the demise of "their" system.

W.A. Imthurn, 5 South Park Meus, SW6

A service to Western security interests

From Mr Robert McGeehan, United States International University-Europe, Bushey, Hertfordshire

Sir, Perhaps a point could be added to Peter Riddell's excellent analysis of the recent Tower affair (March 7). In submitting himself to the long confirmation struggle, the failed nominee for the post of Secretary of Defence has served his country by virtue of his very unpopularity.

While obviously a deterrent for George Bush in the narrow sense, the extended delay which the Senate debates pro-

vided was exactly what many hoped for in terms of prolonging the Administration's broader review of strategic priorities.

If reports are correct that the new President does not entirely like the trends in superpower relations which he inherited from his popular predecessor, yet cannot be seen to change them with undue haste, then any legitimate reason to decelerate the rush towards further, possibly ill-considered,

arms control deals must have been welcome.

The Nato allies are often perceived in Washington as too receptive to the Gorbachev charm offensive. The ordeal of John Tower, in blunting calls for hasty policy initiatives, has profoundly (albeit inadvertently) served Western security interests.

Robert McGeehan, United States International University-Europe, Bushey, Hertfordshire

Government's part in the rescue effort

From Mr Douglas M. Brown, 3 Glenholme Road, Sunderland, Tyne & Wear.

Sir, In your issue of March 8 Mr Ian Denholm sought Government support for British shipping. Also on March 8, I received a prospectus from a company which ordered a 3,000-tonne "vesel" "being bought with the benefit of a large Government subsidy and fixed rate of 7.5 per cent mortgage."

The contract price is £3.18m, about £1m of which will be paid by the taxpayer, who will also foot the bill for

the heavily subsidised sub-commercial interest rate on a loan amounting to 80 per cent of the ship's cost.

While it is true that these subsidies benefit the shipowner, it is also true that the owner benefits from substantially reduced annual capital charges and conserving his own funds. Thus any impression given by Mr Denholm that British shipowners are not already in receipt of state aid would be wrong. This year the Government is giving around

£10m to assist with costs of training and crew repatriation. Tax relief for seafarers will also cost about £15m a year.

Mr Peter Le Cheminant, GOS Director-General, has said that British shipping "is not an industry with an outstretched begging bowl. We are not lame ducks and have no desire to be pensioners of the state." This is not the impression the public has received.

Douglas M. Brown, 3 Glenholme Road, Sunderland, Tyne & Wear.

Not to be left out

From Mr Edmund de Rothschild, Trustee, The National Gardens Scheme, 57 Lower Belgrave Street, SW1

Sir, I read with great interest Arthur Hallyer's excellent article on the National Gardens Scheme in last Saturday's issue (March 11).

There was, however, one rather serious omission in that the Canon-Relief Macmillan Fund was not included in the

beneficiaries.

We supported the training of Macmillan Nurses to the extent of £180,500 out of the proceeds of the 1987 season and will do even better out of the 1988 season.

Edmund de Rothschild, Trustee, The National Gardens Scheme, 57 Lower Belgrave Street, SW1

The French idea of élite

From Dr G.T. Harris, 103 Oaktree Road, Tilehurst, Reading, Berkshire.

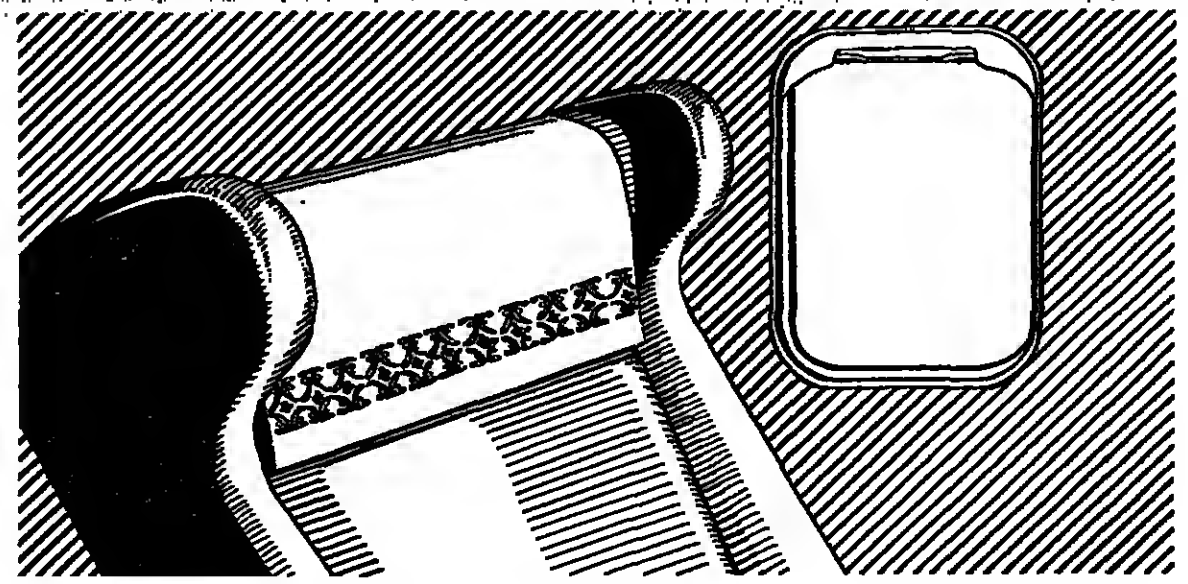
Sir, Head-bunted to work in France, I soon learned the different status accorded there to engineers when I asked a French engineer to recommend a dentist.

"Try Monsieur X. - first class man; level-pegged with me at school but just failed to make this grade at the Con-

ours (competitive entry exam to engineering school) so had to become a doctor or dentist instead."

Thus graded as a second-class citizen compared with the élite *ingénieur*.

G.T. Harris, 103 Oaktree Road, Tilehurst, Reading, Berkshire.



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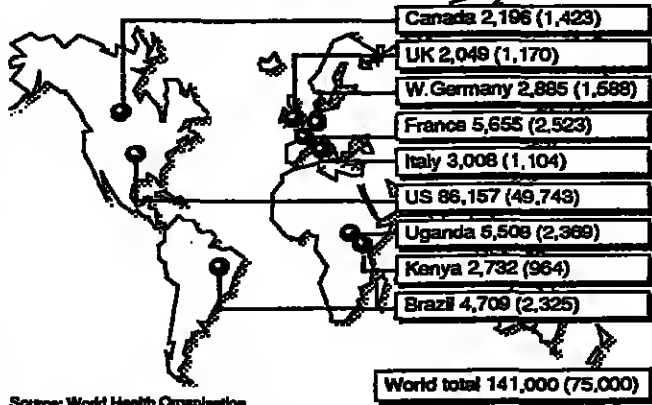
AIDS patients ready to gamble on hope

The doubts cast on Retrovir leave few options for sufferers, reports Peter Marsh

IT TAKES about 10 years for a drug to be proven safe and effective. But the people we talk to can't afford to wait that long. By then they will be dead.

Recorded Aids cases

Figures for February 1989 (January 1988)



Source: World Health Organisation

Retrovir. If these Retrovir-resistant strains of the virus crop up in a significant proportion of the 30,000 or so people taking the drug around the world, prospects for the product would look exceedingly dim.

World Health Organisation (WHO) statistics put the number of known AIDS cases at 141,000. Nearly 90,000 of these have been in the US, the country with the largest recorded tally of AIDS sufferers, and some 2,000 in Britain.

The true global total, however, is probably at least twice the WHO figure and up to 10m people are thought to have the AIDS virus which triggers the disease in their bodies. Most of these people are likely to contract full-blown AIDS.

Given the epidemic proportions of AIDS, a lot of people - including sufferers, public health officials and scientists in the drug industry - are frustrated by the slow progress in coming up with medical treatments for the disease.

That is where Mr Vasquez - together with the three-man

dispensing organisation he works for in New York - enters the story.

The People With AIDS Health Group, sited in Manhattan, is a group of people who sell drugs which are thought to have an effect on treating the illness but which have not gained the necessary government product licences.

The products include some well-known medicines which are available on prescription or at retail outlets (sometimes only outside the US) for combating ailments other than AIDS.

Others of the organisation's products are proceeding through clinical trials. The aim is to build up enough data to prove as far as possible that the drug is safe and effective in treating AIDS.

The problem, however, is that to meet government safety standards the trials must be extremely rigorous and can easily take several years - by which time many of those the medicines could have helped will have died.

Drugs which are available

from the New York group include dextran sulphate, made by the Japanese company Ueno Fine Chemicals and fluconazole, made by Pfizer, a big US drugs company. Other products are ribavirin and isoprinosine made by ICI Pharmaceuticals and Newport Pharmaceuticals, both of the US.

Mr Vasquez says his non-profit-making organisation receives 25 telephone calls a day from people eager to buy its products, a month's supply of which cost anything up to \$500. The group, one of several small organisations across the US which supply AIDS medications of this sort, has 2,000 regular customers and the number is growing rapidly.

This is a position with which the people whom he supplies have tried Retrovir but found the toxic effects outweighed its benefits in fighting the disease.

Despite the fact that the medicines he sells have no proven claim to cure AIDS, he says that many sufferers feel the risk in taking these products is justified. "It makes no sense for people to wait for the drugs to get a licence," he says.

Mr Vasquez says many of the people whom he supplies have tried Retrovir but found the toxic effects outweighed its benefits in fighting the disease.

Among AIDS sufferers and in the support groups which have mushroomed in many of the world's big cities, there are mixed feelings about the pace of developments.

A worker at Project Inform, a San Francisco AIDS-support group, said he was hopeful. "There are 200 drugs being tested right now; any one of them could be a breakthrough," said the worker, who gave his name only as Frank.

Mr Nick Partridge, of the London-based Terence Higgins Trust, which helps many sufferers, is less sanguine. He believes the drug industry should collaborate more, possibly in government-led programmes, to come up with a better treatment for the disease.

Manyak, an industry analyst at Merrill Lynch, the New York bank. "Nothing new for treating AIDS is imminent."

Anti-AIDS drugs based on a protein called CD4 look the most promising. The protein attaches itself to the virus where it normally binds to human cells and thus cuts off its path to infiltrating the body.

But it is thought these medicines - which are under investigation at several companies including Genentech, Biogen and SmithKline Beckman, all of the US - are unlikely to become generally available for 18 months at least.

Other potentially useful AIDS medications include dideoxyadenosine and dideoxycytidine, being developed by Bristol-Myers of the US and Switzerland's Dr. Hoffmann-La Roche. An aerosol form of a well-known drug called pentamidine, under separate study by Lymphofed of the US and Fisons of Britain, may become available fairly soon for treating a form of pneumonia often associated with AIDS.

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US merchandise trade deficit falls

By Anthony Harris in Washington

THE US merchandise trade deficit, on a customs basis, fell in January to \$8.5bn, seasonally adjusted, from a revised \$11bn in December, the Commerce Department said yesterday.

However, the underlying trend continues to show that the deficit is now tending to grow, or at best standing still.

Both imports (\$37.3bn) and exports (\$27.8bn) were sharply down from their record December values.

The fall in imports was more than accounted for by a 33.8m reduction in manufactured imports, with sharp falls in cars and consumer goods. Manufactured exports fell by \$1.5bn, with drops in computers, aircraft, and industrial plant.

The figures were almost exactly in line with financial market expectations and proved only a slight marking up

of bonds as uncertainty was removed.

The US trade figures, which up to now have been published on a dock gate basis, with imports reported (including cost of insurance and freight) and exports (free on board) will from now on be published only on a customs basis.

The new reporting basis matches the international standard and shows a deficit of about \$1bn less each month than the old basis.

At the same time the US has switched over to internationally-accepted industrial classifications, so that commodity figures are comparable with those published by other countries.

It is hoped that this change will make it possible to produce more accurate figures, especially on revisions, as US figures can now be compared in detail with those recorded at the other end of the pipeline.

Tasmanian pulp mill plan is abandoned

By Bruce Jacques in Sydney

NORTH Broken Hill Peko, the Australian resources group, and Noranda, its Canadian-based partner, have abandoned their controversial proposal for a \$430m (pulp) mill at Wesley Vale, Tasmania.

The joint decision was being hailed last night as a victory for the Australian environmental movement which had succeeded in making the mill a national focus.

The mill, with planned production of 440,000 tonnes a year, would have been Australia's largest single manufacturing investment, heavily geared to the Japanese market.

The companies said the mill could not proceed because the Federal Government had imposed pollution guidelines even more stringent than those specified earlier by the Tasmanian Government, under which they were expected continually to update pollution controls.

Emissions of dioxin, an organo-chlorine by-product of the plant's bleaching process, emerged as the most problematic of the differences between the companies and the Tasmanian Government.

The companies said preparation of the Federal Government's guidelines would have taken at least another four to six weeks and Canberra had not been specific about the changes it would require.

With a \$430m investment at stake, and the prospect of losing \$28m in costs in the cancellation of equipment orders, the developers said they were left in an untenable position.

Mr Paul Keating, Federal Treasurer, said yesterday mill proposals would be welcomed, but would have to adhere to the same guidelines.

The partners were last night privately discounting the chances.

Dispute on DAT nears resolution

By Hugo Dixon

THE long-running dispute over digital audio tape seems close to an end following indications that the consumer electronics industry is willing to compromise on key issues that have been holding up an agreement with the record industry.

The record companies have been blocking the introduction of digital tape - a new technology that can make almost perfect copies of recorded music because they fear it will lead to an increase in piracy and home taping.

Indications of a compromise came out of a meeting between Japanese and European electronics manufacturers in Japan earlier this week.

The Japanese electronics industry federation, said the manufacturers were willing to modify digital tape machines so they could only make single copies of any particular piece of software. They were also prepared to consider a levy on blank tapes, which would be used to compensate record companies for lost royalties.

The international record industry has been insisting on these two commitments before it is willing to make software to play on digital tapes, which would be used to compensate record companies for lost royalties.

Chilean appeal over export ban

Continued from Page 1

air and sea transport are taken into account.

Mr Moreno also warned that some 20,000 people, many of whom are poor seasonal labourers, risked losing their jobs.

The poisoning incident has been condemned by the Government and opposition. The Government is blaming the Communist Party, but no evidence has been presented and no arrests have been made, although an investigation is underway with assistance from the US Federal Bureau of Investigation (FBI) and other international law enforcement authorities.

Shipping company officials in Valparaiso, where all loading of fruit was suspended for three days, are reported to suspect commercial sabotage by US fruit growers in California.

Efta proposes closer ties with EC

Continued from Page 1

There was, however, a noticeable gap between the positive, if cloudy, aspirations of the declaration and the more cautious responses by heads of governments at yesterday's Oslo press conference.

Mr Franz Vranitzky, the Austrian Chancellor, stressed his Government's commitment to Efta's integration strategy.

He said an Austrian application for EC membership, forecast for this summer, would not conflict with this.

The only public note of discord was the apparent unwillingness of most Efta members to make integration with the EC succeed came from President Jean-Pascal Delamuraz of Switzerland.

He denied his country was trying to hold up co-operation between the EC and Efta, but stressed his opposition to a "supra-national" Efta and to any idea of a customs union. This Swiss position may create the unity, if and when substantive talks start with the EC.

The new finality in the future shape of Europe was also underscored in the Oslo declaration's support for "joint efforts" to develop co-operation between Efta and Yugoslavia.

Bankers object to draft Delors report

Continued from Page 1

already objected because it assumed the 1992 programme for a barrier-free Europe must lead to monetary union.

The idea contradicts their long-held beliefs that the creation of a customs union in the EC by the end of 1992 should not be linked to monetary union.

It is understood that the dissident group of central bankers have been inflamed by large parts of the first section of the draft document.

At one point it says: "The success of the single market programme thus hinges to a

decisive extent on a much closer co-ordination of national economic policies."

"This implies that in essence a number of steps towards economic and monetary union will already have to be taken in the course of establishing a single market in Europe."

Battle for Jalalabad takes heavy toll

Continued from Page 1

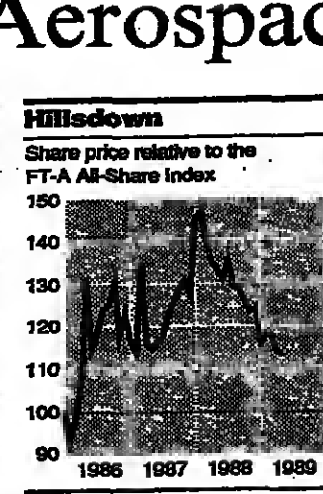
(ISI) which ran counter to the judgment of many mujahideen commanders.

The plan was to take Jalalabad within two days, reinforcing mujahideen claims to be in control of 90 per cent of the country and providing a base for a provincial government.

Initial fighting was successful with the mujahideen quickly capturing several key posts, including Samarkhal, headquarters of the Kabul regime's 11th Division, the lymphoid of its defence, Commander Noor Haq, from the National Islamic Front of

Taking a flier on Aerospace

The more one looks at the new-style British Aerospace, the harder it is to price. The doubts still remain: the world's civil aircraft industry is working flat out, but Airbus is still heavily in loss, and at a time of record car sales, Rover boasts a trading margin of just 3 per cent. But at a price of 589p, the shares stand a third below net asset value, not counting half a dozen juicy properties held ready for sale. And for anyone worried about recession, a company with military orders - on a likely margin of at least 10 per cent - is not to be sneezed at.



For the real optimist, even Airbus and Rover are not all bad. The impending takeover of MBB by Daimler could be decisive in taking Airbus out of the public sector, and could even pave the way to its full privatisation as a separate entity by 1992. As for Rover, the safety net provided by its assets - from real estate to the Daf holding - is already sufficiently notorious. Perhaps more important, now that Rover cannot fall prey to a competing car company, Honda is free to concentrate on developing it as its sole route into Fortress Europe. This may or may not be profitable in the short term, but it could help turn Rover into a valuable real-estate play.

It would not do to get carried away. The downside risk on Rover and civil aircraft is still enormous, and Royal Ordnance apart, the weapons and electronics businesses are still in rather a mess. Assuming £300m of pre-tax profits this year, the pre-17, the vexing fact remains that this could still make BAE the cheapest share on the FT-SE, or the reverse.

gets. But it is in the nature of things that Hanson probably needs a deal more than BTR, which can console itself by gazing on mountains of Australian cash until suitable opportunities arise.

For 1989, at least, BTR's presence in the world's fastest growing markets in the Far East probably gives it the edge over Hanson, which moves along an Anglo-American axis. But once economic hardship starts pushing American buy-outs over the edge - more likely next year than this - Hanson should look more like itself again. The market, for its part, already has the two virtually neck and neck, on an average market rating for the current year, both probably deserve more, and, as things get worse, they may well get it.

However, Pilkington is not the sort of company which goes in for fancy financial engineering but it is still a long way from resolving LOF's other basic problem - its unhealthily large reliance on General Motors' business. By giving Japan's second-biggest glass maker a foothold in the US market, there is far less chance that LOF will be locked out of supplying glass to Japanese car producers in the US - the fastest growing segment of the automotive glass market. The US is already emerging as a low cost producer and if the yen continues to appreciate, LOF could begin to make some inroads into the one major market where Pilkington has yet to make a mark - Japan.

Organic growth cannot continue at last year's 35 per cent, but Hillsdown surely deserves a market multiple on the basis that above-average growth can be extracted from existing businesses for at least two more years. A smallish discount may be appropriate for the non-food business; house-building is doubtless past its best, although furniture may take up some of the slack. Mr Thompson presumably believes a p/e of under 9 is too low, which is why he is in no hurry to sell his 15 per cent stake. But while he delays, the institutions are justified in their reluctance to open the buying season.

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Pilkington/NSG

There is a danger that Pilkington's sale of one fifth of Libbey-Owens-Ford (LOF) to NSG is a disadvantage in the market. But that has scarcely been true of the past 12 months, when conglomerates have outperformed the All-Share by 9 per cent; and if the Chancellor is anything like correct about the year to come, the supposed defensiveness of the sector should look better all the time.

Presumably, what BTR really means is that it is not Hanson; and that is looking truer than ever. Wherever one stands on the relative merits of those who make and those who deal, the fact remains that at the moment, both BTR and Hanson want to do deals in those markets, and both are waiting for less ecstatically priced tar-

gets. But it is in the nature of things that Hanson probably needs a deal more than BTR, which can console itself by gazing on mountains of Australian cash until suitable opportunities arise.

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WORLD WEATHER table with columns for location, temperature, and weather conditions.

Battle for Jalalabad takes heavy toll. Continued from Page 1. (ISI) which ran counter to the judgment of many mujahideen commanders. The plan was to take Jalalabad within two days, reinforcing mujahideen claims to be in control of 90 per cent of the country and providing a base for a provincial government. Initial fighting was successful with the mujahideen quickly capturing several key posts, including Samarkhal, headquarters of the Kabul regime's 11th Division, the lymphoid of its defence, Commander Noor Haq, from the National Islamic Front of

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ACCOUNTANCY COLUMN

National merger wave starts international ripples

By Richard Waters

A WAVE of national mergers is sweeping through Europe's accountancy professions. The implications of this wave, which is picking up pace as it develops, are likely to be profound for the future of all the main international accountancy businesses.

Put simply, several European countries are seeing the emergence of a small number (no more than four) of dominant accountancy firms. This is being achieved through merger as the national industries restructure.

The implications for the leading international accountants (of which there are eight) are profound. Simple mathematics suggests that at least half of the big international firms will be left weak in each country. For businesses which make their living out of serving an international client base, this presents severe dangers.

The latest country to experience the merger wave is Sweden. Last month the largest Swedish firm, Ohrlings, announced a merger with Beveko, another leading Swedish accountancy practice.

Combined, the two will add more than a third of the companies registered on the Stockholm Stock Exchange and over-the-counter market. They will also act for about a third of the 200 top Swedish companies. The combined firm will be about two thirds larger than the next biggest firm.

This is a dominant market position in anyone's book and is motivated entirely by local rather than international considerations. But the international result is profound. Coopers & Lybrand, of which Ohrlings is a member, will dominate in the country

while KPMG, of which Beveko has been a member, will find itself without representation there.

The Ohrlings/Beveko move follows a merger between the national member firms of Arthur Young and Ernst & Whinney last year. This marriage left Ernst out in the cold, though a some staff opted to stay apart from the merger to handle Ernst's work.

International considerations have driven national accountancy firms to link up with international groups: the next step is likely to be the sucking in of the firms with substantial client bases which remain outside the Eight.

The implications of losing ground in a country like Sweden should be put in perspective.

On one hand, a presence there secures a client base of Swedish companies, many of which are active internationally. Since all the accountancy firms are currently in the business of building a strong international client base, they cannot afford to ignore a country which has more than

its fair share of the world's leading companies.

On the other hand, relatively few companies based elsewhere see Sweden as a crucial link in their international chain. Lack of a substantial presence there hardly undermines a firm's claim to have a comprehensive international network.

Much the same could be said for the Netherlands, where a similar shake-up has already been completed. Three firms now stand out ahead of the rest: Klynveld Kraayenhof (associated with KPMG), Moret & Limperg (Arthur Young) and Van Dien (Deloitte Haskins & Sells).

This follows no less than five mergers in the past two years - although the big three were among those which dominated the profession in the past.

Of more significance than these developments is what happens now in two key European countries: France and West Germany. If experience elsewhere is any indication, then some significant shifts are on their way.

The first signs of stirrings have been felt in West Germany. Treuarbeit, an independent-minded firm that has had a "cooperation agreement" with Price Waterhouse for around five years, has decided to merge with Treuhand Vereinigung, which is part of Coopers & Lybrand.

This leaves PW out in the cold - although it has its own, smaller practice in West Germany to fall back on.

The Treuarbeit/Treuhand Vereinigung merger is likely to provoke other moves in the German market. The firm will overtake the established market leader, Deutsche Treuhand (part of KPMG), and will be

more than twice as big as the next-largest firm, linked to Arthur Young.

This position is unlikely to persist and is expected to provoke further mergers as other firms seek to strengthen their position within West Germany.

The other country where a further concentration is likely in the near future is France. As in West Germany, a large proportion of leading companies - perhaps as many as a quarter - are audited by accountancy firms outside the international magic circle of the Big Eight.

International considerations have already driven national accountancy firms to link up with international groups in recent years: the next step is likely to be the sucking in of the firms with substantial client bases which still remain outside the Eight.

France provides an important warning: that size is not the most important consideration when rating the relative strengths of firms.

In fee income terms, the profession is dominated by fiduciaire de France (linked to KPMG). But one of the largest client bases of leading French companies is that of Bedef, a relative minor. A glance at the fee income-based surveys in the professional press (such as that recently in International Accounting Bulletin, which shows fiduciaire to be about 13 times larger than Bedef) gives no indication of this.

Bedef is linked to the international group BDO Binder like another firm with a substantial client base. Salustro, it is now the subject of many covetous looks from the Big Eight. Looked at as a whole, which firms

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Challenging opportunity for a self-motivated Auditor/Chartered Accountant to serve our major multi-national clients in our Lagos, Nigeria office.

You should have:

- 8-12 years' experience with an international accounting firm.
- Experience with the oil and gas industry.
- Executive and administrative ability.

This position offers an excellent career opportunity with satisfying and challenging work.

Please send full CV, in confidence to: Mr. David H. Nugent, International Services Office, Arthur Young & Company, 227 Park Avenue, New York, NY 10172.



Arthur Young

We take business personally

MEMBER OF ARTHUR YOUNG INTERNATIONAL

APPOINTMENTS ADVERTISING

Appears every Wednesday and Thursday

for further information call 01-248 8000

Deirdre McCarthy ext 4177

Paul Maraviglia ext 4676

Elizabeth Rowan ext 3456

Patrick Williams ext 3694

Camilla Raymond ext 3351

Patrick Sherriff ext 4627

Financial Controller

Wiltshire

c £32,500 + Car

This is a newly created position in the property division of a large and successful PLC. Retailing forms a major part of the group's activities and it has an impressive record of profitable growth. There is an actively managed property portfolio and a continuous programme of capital development and refurbishment.

Reporting to the Property Director you will be responsible for all aspects of financial planning and control and for the further development of accounting and management information systems. As a member of the divisional board you will be expected to make a strong contribution to the management of the business and will be responsible for a number of other services provided to the operating units within the group.

Probably in your thirties you will be a qualified accountant with good quality commercial experience. An essential attribute will be the ability to lead and motivate people. This is a high profile role and there are good opportunities for career progression elsewhere within the group. There is a first class benefits package and, where appropriate, relocation expenses will be paid.

Please reply in confidence to John Cameron, quoting Ref. 943 at Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Tel: 01-248 0355.

Overton Shirley & Barry
INTERNATIONAL SEARCH AND SELECTION CONSULTANTS

Company Secretary

North East

c £30,000 + Car + Benefits

Our client, a broadly based public company, is a national market leader in its field, with an outstanding record of growth in recent years achieved both organically and by acquisition.

They now seek to recruit a Company Secretary to be based at their Head Office in the North East of England. Responsibilities will be broad, encompassing not only all the statutory obligations relating to company records and returns, but also the administration of the company's investments and pension schemes and a variety of ad hoc assignments.

Candidates, aged up to 45, should be qualified Chartered Secretaries with a sound

record of achievement gained in a large company environment. As well as technical ability, first class communicative skills, a meticulous approach and the ability to work as a key member in a senior management team are the pre-requisites for the position. In addition to an attractive salary and benefits package, full relocation facilities are available where appropriate.

Interested applicants should write to Frederick Howie, Regional Manager, Michael Page Finance, 25 Collingwood Street, Newcastle-upon-Tyne NE1 1JE, (Tel: 091-222 0545) quoting Ref. NE154.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Wodkwide

Finance Director

W. London

c £60,000 + Bonus + Car

Part of a major multinational, this high growth UK subsidiary markets and distributes high technology products within Northern Europe. Current turnover approaches £100 million which, through organic growth and acquisition, will double in two to three years.

Reporting to the Managing Director, you will provide financial direction and control to the region. Managing a department of 30 you will oversee all financial and management accounting, treasury and tax. An aspect of the role is to develop and maintain relationships within the City.

You are being recruited for your commercial judgement and ability to contribute within a down to earth management team. You should be a qualified accountant in your mid thirties with a successful track record of work-

ing in companies operating sophisticated financial controls. Personal characteristics will include boundless energy, enthusiasm and commitment to drive your ideas through to fruition, in rapidly changing conditions. Management and communication skills are a priority.

Interested applicants should write enclosing a comprehensive CV and daytime telephone number, quoting Ref: 309 to Sara Cooke, MA, Whitehead Rice Ltd, 295 Regent Street, London W1R 5JH. Tel: 01-637 8736.

Whitehead Rice

MANAGEMENT SELECTION

Group Management Accountant

Financial Services

£30,000 + full package

Our client is a major force in life assurance, pensions and fund management with a substantial domestic market share. It is based in East Surrey.

It is shortly to undergo a complete structural and physical reorganisation, which requires every element of the business to be re-evaluated.

As part of this process within the Finance and Administration functions, the Group Director of Finance/Administration has retained us to recruit the Group Management Accountant.

This is a new role, whose purpose is to construct and implement relevant, informative computerised Management information systems where there are presently few.

The successful candidate will be qualified and aged about 30. He/she must be fully familiar with complex, data-based budgeting, planning, and reporting, and have the strength of character to drive the changes through.

This is an exceptional opportunity to build from scratch and innovate, with few artificial barriers. Success will be well rewarded and the package includes a full range of "City" benefits.

Please send a detailed CV, including contact telephone numbers, in strict confidence to: Peter Wilson, FCA at Management Appointments Limited (Search and Selection Consultants), Finland House, 56 Haymarket, London SW1 4RN. Tel: 01-930 6314.



Management Appointments Limited
LONDON • PARIS • MILAN • NEW YORK

Director of Finance

to £40,000 + bonus, car etc

Wincanton, Somerset

Our client's new housing and leisure complex in the Scottish Highlands is one of the largest and most exciting developments of its kind ever to be undertaken in Scotland. The £100m building and services work will be entirely contracted out but overall control of the project will be exercised by the small head office top management team, based in Wincanton, Somerset. A high calibre, commercially astute Director of Finance is now required to complete the team.

The position calls for a Qualified Accountant with several years financial control experience on a major multi-unit project. We will also be looking for good systems development and financial appraisal experience, ideally involving the use of microcomputers. Age is not a critical factor but you do have to be flexible and adaptable.

In addition to your involvement on this project, you will also work closely with our client in developing his other ambitious plans. You can therefore look forward to a challenging and rewarding future in a highly enterprising business environment.

The remuneration package will be fully negotiable, including a generous performance related bonus. Relocation assistance will be available if required.

Please write, in confidence, enclosing your curriculum vitae including current salary and daytime telephone number, quoting reference M2057 to W.S. Gilliland, Grant Thornton Management Consultants Limited, Grant Thornton House, Melton Street, Euston Square, London NW1 2EP.

Grant Thornton Management Consultants

Taxation Manager

London

c.£35,000 + benefits

Our client has assets of £5 billion and faces exciting commercial challenges over the next decade. In order to meet these challenges, the level of in-house tax expertise is to be upgraded significantly and a new corporate department established.

Reporting to the Treasury Manager, your responsibilities will include the establishment of compliance procedures, the provision of taxation advice to Senior Management on the implications of the new organisational structure, and the development and implementation of effective taxation policies to support the growing business.

You will either be a Chartered Accountant with tax qualifications or a Tax Inspector with good commercial

experience. You will combine technical taxation expertise with the necessary drive and enthusiasm to cope with a rapidly changing situation.

The remuneration package will include a quality car and membership of an excellent pension scheme.

Please reply to Maryn Sloman in strict confidence with details of age, career and salary progression, education and qualifications, quoting reference 5220/FT on both envelope and letter.

**Deloitte
Haskins + Sells**

Management Consultancy Division
P.O. Box 198, Hillgate House, 28 Old Bailey, London EC4M 7PL

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Financial Controller Fund Management

London W1

£40,000 + benefits

This is an exciting opportunity to join a small but highly successful team of fund managers, with impeccable credentials and major growth plans.

Reporting to the Managing Director, you will be responsible for all financial, administrative and computer aspects of the company.

You will have a good degree, a chartered accountancy qualification and will probably be in your late 20's to early 40's. You will now be looking for a chance to utilise your breadth of skills in a small and dynamic company.

You must have a proven record of success at a senior level, in a fast-moving environment, preferably in financial services. You will be adept at handling and developing computer systems, a meticulous administrator and be able to handle compliance with regulatory bodies.

Please send a comprehensive career résumé, including salary history and day-time telephone number, quoting ref 3017, to Bruce McKay, Executive Selection Division.

Touche Ross

Thavies Inn House, 3/4 Holborn Circus, London EC1N 2HB.
Telephone: 01-353 7361.

SYSTEM ACCOUNTANTS; LONDON c.£35,000 + car

Variety is the...

When it comes to changing jobs, variety of work content comes close to the top of most people's list of considerations.

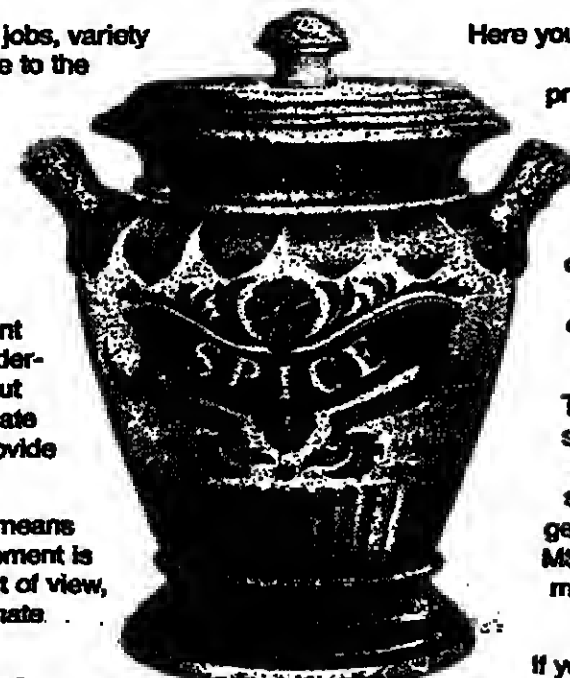
Other top contenders are most likely to include achievement-linked reward and searching intellectual challenge.

At Touche Ross Management Consultants we not only understand these requirements but believe we are in the fortunate position of being able to provide them.

Furthermore, rapid growth means that opportunity for advancement is genuine. And from our point of view, desirable. Perhaps the ultimate meritocracy!

So why not take a look at us? We need high calibre Chartered Cost & Management or Certified Accountants to join us as senior or principal Management Consultants working on a wide range of business projects.

At Touche Ross you would participate at the leading edge of developments, with small professional teams of proven specialist ability.



Here you would be involved on both private and public sector problem solving assignments.

Aged 28-35, dedicated and ambitious, you are currently with a large multinational (or major consultancy) and possess at least 5 years' experience of operating and implementing large accounting systems.

This should be supported by successful line management experience, a sound understanding of one of the major general ledger packages (e.g. MSA) including familiarity with mainframe and minicomputer applications.

If you believe your future could now benefit from a more highly spiced challenge please make contact.

Your cv will be treated in total confidence and should be directed to: Michael Hurton (Ref. 3003/F).
Touche Ross Management Consultants,
Thavies Inn House, 3-4 Holborn Circus,
London EC1N 2HB.
Tel: 01-353 7361.

of life.

Touche Ross
Management Consultants

Senior Accountants with Occidental

London Based

c. £25,000

Occidental Petroleum (Oxy) is a major US based energy corporation employing some 51,000 people worldwide and with an annual revenue of 19 billion dollars. Internal promotion, reorganisation and the introduction of a new and advanced IBM based general ledger system have created vacancies in the following key areas.

Project Accounting

The main thrust of this position will be to analyse existing and new accounting practices in order to optimise the use of the new accounting system and ensure the highest possible accounting standards are maintained. Working in close liaison with finance management this position will also undertake project assignments and ad hoc reviews covering all areas of OXY's UK accounting activities.

Candidates must be proven communicators who are able to maintain a clear overview of objectives within a busy highly computerised environment. Formal qualifications should be supported by relevant experience, a mature outlook and the ability to lead by personal example.

General Accounting

This wide ranging role covering the monitoring of accounting and commercial activities within OXY's European trading and treasury companies, provides an unrivalled opportunity to become involved in a high activity role with international exposure. A significant volume of complex transactions are involved which require constant

monitoring in order to ensure accuracy of accounting data.

Candidates will prepare consolidated financial accounts on both a US and UK basis and must have the temperament to cope with tight deadlines. A formal qualification is essential, supported by experience of the latest computerised accounting techniques, spreadsheets etc.

Oil & Gas Accounting

You will provide accurate and meaningful financial and management information relating to the commercial activities of the UK North Sea group of Companies. As a key member of a small group of professional accountants, this will involve the production of monthly and annual reports and records to strict deadlines. This is a highly visible position in OXY's core business and requires a formal qualification and broad accounting experience, ideally gained in a relevant industry.

All positions offer salaries in the region of £25,000 and will involve limited travel within the UK. The normal benefits apply and there are definite opportunities to substantially broaden your career horizons within an expanding and progressive organisation.

Please send full career details to:

CLYDE SORRELL,
EMPLOYEE RELATIONS DEPT.,
OCCIDENTAL INTERNATIONAL
OIL INC.,
16 PALACE STREET, LONDON
SW1E 5BQ.



WOODCHESTER INVESTMENTS p.l.c.

Woodchester Investments p.l.c., the fast growing financial services Group wishes to fill a number of prestigious positions which have arisen in the holding Company and in Trinity Bank Limited, its recently acquired merchant banking arm. These opportunities, which are a result of continued Group expansion and development of services, will suit highly motivated professionals who wish to progress their careers in an exciting and challenging environment.

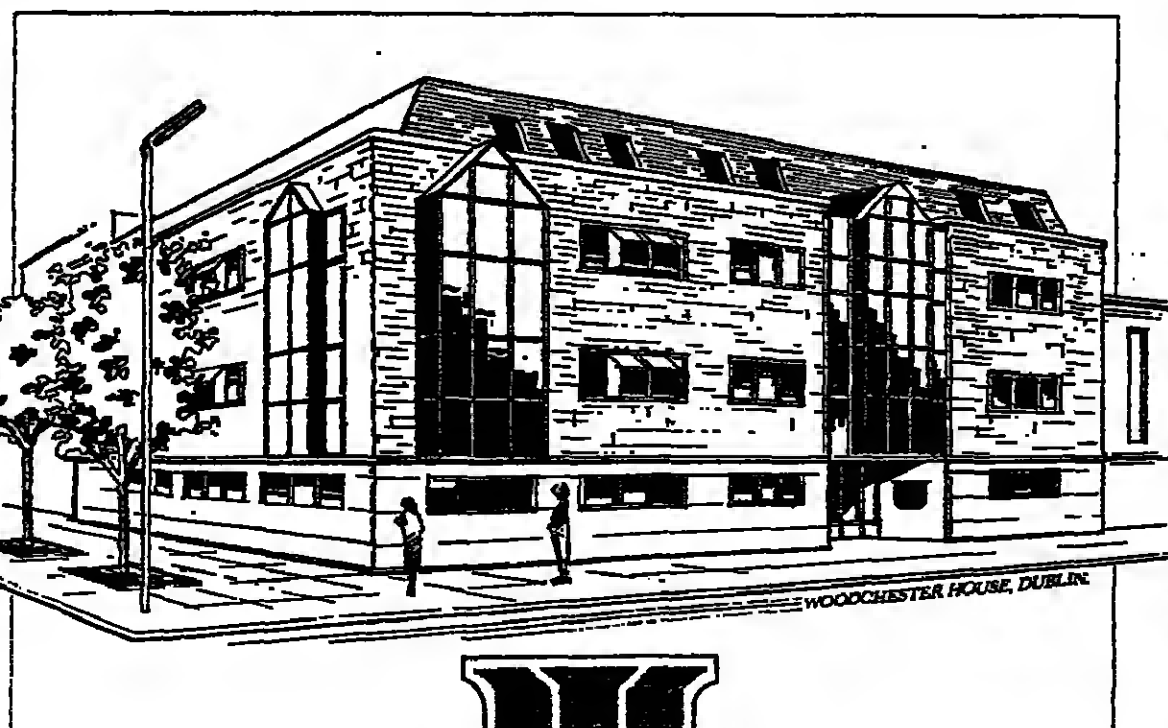
GROUP CORPORATE TREASURER

The successful applicant will carry responsibility for Interest Rate Management, Currency/Balance sheet exposure and Liquidity Management across the Group's subsidiary organisations in Ireland and the UK. The person will also play an important role in resource gathering and marketing of services to depositors. The position reports to a main Board Director. Applications are invited from suitably qualified practitioners who currently hold a relevant senior position in a quality organisation. Familiarity with financial markets, computer systems and regulatory guidelines are prerequisites.

LENDING DIRECTOR - Trinity Bank Limited

Trinity Bank Limited, the merchant Banking arm of the Group is seeking to appoint a Lending Director. Reporting to the Bank's Managing Director, the appointee will be responsible for all lending operations of Trinity Bank. The role will include advising corporate finance clients and involvement with the strategic development and expansion of the Woodchester Group thereby working closely with the Group Board and Chief Executive.

Applicants who will have a broad range of experience in Banking together with a relevant professional or post graduate business qualification, must be able to demonstrate considerable depth of experience in Business Development, Corporate Finance and Strategic Planning in the financial sector.



Applications should be addressed to: Frank Connors, Director, Trident Management Consultants,
4 Fitzwilliam Sq., Dublin 2, or telephone him for a confidential discussion on 0001-619796.
Trident will not release any details of applicants to Woodchester without prior permission.

GROUP FINANCIAL CONTROLLER

Reporting to the Group Finance Director, the successful candidate will have responsibility for all the financial control and accounting functions within the Group. This will entail working with the Financial Controllers of subsidiary companies to ensure that Group accounting policies are implemented and that financial reporting is carried out to the highest standard. Participation in the day-to-day management of the Group as part of a small senior management team forms a key part of the brief.

Candidates should be qualified accountants who have previous experience at a senior level, ideally in a group context. They should be capable of contributing to financial policy development and be able to demonstrate positive leadership qualities.

BUSINESS DEVELOPMENT MANAGER - Trinity Bank Limited

The Business Development Manager will join the existing team to promote the full range of banking services. Candidates should have a background in banking with a minimum of two years lending experience - preferably corporate lending - and a degree or other appropriate qualification.

The position will report to Bank Director level and requires the ability to assess credit together with the skill, personality and self confidence to market the Bank's services in a professional manner. Suitable candidates are likely to be in the mid-twenties/early thirties age range.

These positions offer attractive salaries and first-class fringe benefits.

FINANCE DIRECTOR

S. Yorks c.£30k+full benefits

Our client, a profitable contract engineering company, is currently preparing for flotation in the short to medium term. To facilitate that preparation and to help maximise subsequent growth and profitability a Finance Director is required, capable of making a major contribution to strategic planning and operational efficiency.

The successful candidate will be a qualified accountant with strong professional and commercial skills who is familiar with the reporting requirements of a PLC.

The potential for personal and career development is considerable for a person capable of blending creativity, initiative and assertiveness with sound team working skills.

Please send personal and career details quoting reference F1469/B to Paul Bailey.

Ernst & Whinney
Executive Recruitment Services
Lowry House, 17 Marble Street, Manchester M2 3AW

Director of Finance

West of London
c£40,000 Package + Car

Our client is the UK subsidiary of a leading US group within its specialist sector of developing, manufacturing and marketing material handling and electronic control equipment.

Situated on the outskirts of London, the UK company has almost doubled its level of activity to c£10m t/o over the last two years and is poised to rapidly achieve £25m t/o by the introduction of new product lines and expansion into Europe.

Due to these fast moving developments and achievements, based on a blue chip customer base, the company now seeks a positive individual to join the Management Team as Director of Finance to provide both sound financial expertise and commercial direction to the business at a senior level.

Candidates should be qualified accountants, age indicator 34-42, who have a strong track record of

achievement in their career to date coupled with a general management outlook. Experience gained within the manufacturing sector is desirable but not essential, however enthusiasm, energy and the ability to take the initiative in commercial decision making are vital.

Please telephone or write enclosing full curriculum vitae quoting ref: 315 to: Philip Cartwright FCMA, 97 Jermya Street, London SW1V 6SE. Tel: 01-839 4572 Fax: 01-925 2336

Cartwright Hopkins
FINANCIAL SELECTION AND SEARCH

Elliott

FINANCIAL DIRECTOR - (DESIGNATE)

With an annual turnover in excess of £100m, the Elliott Group of Companies' activities include construction, commercial and residential development. Due to sustained growth, the group seeks to appoint a Financial Director to subsidiary companies, J A Elliott (Plant) Ltd and J A Elliott (Joinery) Ltd.

The successful applicant will be a qualified accountant, probably in his - or her - mid 30's capable of demonstrating a high level of commercial acumen, and with the ability to make a substantial contribution to the future development of the Plant and Joinery Companies working within the Elliott Group.

In addition to reporting to the subsidiary boards, the successful applicant will liaise with the Group Financial Director and may become involved with other Group functions. Based in Bishop's Stortford, Hertfordshire, the position offers a first-class salary and range of benefits commensurate with an appointment at this level.

Please apply in writing enclosing a current cv to:

G M Thuley FCA
Group Financial Director
The Elliott Group of Companies
Twyford House
Bishop's Stortford
Hertfordshire
CM22 7PB

Building on a reputation
An Equal Opportunities Employer

FINANCIAL CONTROLLER

North-West
Package up to £35,000

OUR CLIENT is an autonomous subsidiary of a large international group employing over 700 with a turnover in excess of £130m. Following a recent restructure the company wishes to appoint a Financial Controller. You will report to the Finance Director along with the Manager of Information Systems and the Company Secretary. You will have overall responsibility for the total accounting function managing a team of 20 covering all aspects of finance.

To apply you should be a Chartered Accountant, preferably with experience in a large company environment. An ability to present formally and communicate at all levels is essential. This senior position will make a positive impact on company performance.

The company offer excellent career prospects along with an attractive remuneration package up to £35,000 together with the normal large company benefits plus relocation assistance where applicable.

To apply please send full career details, together with current salary, or telephone for an application form to Tim Smith, Ref: 2859/TMS/FT, PA Consulting Group, 4th Floor, Fountain Court, 68 Fountain Street, Manchester M2 2FE. Tel: 061-236 4531

PA Consulting Group

VENTURE CAPITAL MANCHESTER

GMED is a significant provider of Venture and Development Capital in Greater Manchester. We provide funds for start-up, expansion and management buy-out, typically in a range from £25,000 to £500,000. In addition to our existing £5 million + fund we are currently raising substantial additional resources to enable us to expand our investment activities, as a part of the process of assisting local enterprise to achieve profitable growth from sound financial bases.

To meet our targets for growth, we require additional professional support. Preference will be given to chartered accountants aged between 25-30, with at least 1 year p.e., who can demonstrate a good academic track record.

We offer an attractive remuneration package, and experience which will provide an excellent grounding for a career in the venture capital industry.

Please write, enclosing a detailed C.V. to:

I M Bolton, Director of Finance,
GMED Limited, Bernard House,
Piccadilly Gardens, MANCHESTER M1 4DD

Finance Manager

(with general management involvement)
MILTON KEYNES; from £25,000 p.a. + car, BUPA, non-contributory pension, share-save, relocation package

Career routes open to Senior General or Financial Management

THE POSITION
Managing the whole financial function for a complex, fast moving retail operation of over 100 Company owned petrol filling stations, annual turnover: £80m +.

This requires:-
- organising and managing the accounts department, with a staff of twelve.
- ensuring all financial reports and controls are promptly delivered and tightly implemented.

THE PERSON
A fully qualified accountant, with an excellent track record of achievement.

preferably in retail businesses, where you managed a heavy flow of cash and credit card transactions, and controlled a large and varying bought ledger.

Plus you will be a proven manager, with senior general management potential.

INTERESTED?
Send your c.v. to Liz Patterson, Personnel Department, Burmah Petroleum Fuels Limited, Burmah House, Pipers Way, Swindon, Wiltshire, SN3 1RE.

quoting reference number BR2. All applications should be returned by 31st March, 1989.



Our client is a Music Industry Organisation with an enviable reputation within the Entertainment Industry. The company's activities have increased dramatically which has created an immediate need for the appointment of a:

W/Location COMPANY ACCOUNTANT circa £24,000

who will be based in their Head Office located in the West End. Reporting directly to the Chief Accountant the appointee, who must be a fully qualified CA, ACCA or AICMA will assume responsibility for the supervision of nine staff and provide Management with financial information.

Ideally candidates should have a working knowledge of Money Markets, VAT Returns, Company Pension Schemes and have had some experience of Personnel matters. The company has its own IS/1 Mainframe (System 38), it is essential therefore that candidates have a broad experience with computers.

In return, the company offers an excellent remuneration package and a genuine opportunity to develop within a successful organisation.

Apply for this appointment, please send your CV to LYONEL ROSE or by letter to his office. If daytime contact is difficult, please call him after 6.30pm on 01-954 4321 for a confidential discussion.

BARCLAYS EXECUTIVE APPOINTMENTS
Morritt House, 59 Station Approach, South Ruislip, Middlesex, HA4 6SA.
Telephone: 01-842 1218 (24 hours) / 01-842 0676. Fax: 01-842 0286.

BARCLAYS

Financial Manager

Director Designate
West London

The Company

A well-established and expanding company with 160 employees and a turnover of £15 million, backed by a world-wide organisation, providing a range of international engineering products to the petrochemical and process industries throughout the UK.

The Task

Responsible to the Financial Director for the accounting and reporting function. Participating in a young management team in the planned development of the Company, as well as growth by acquisition.

The Candidate

Will be 30 plus, a qualified chartered accountant with some commercial and management experience, good interpersonal skills and the drive, innovation and ambition to become a board member.

Our Offer

The importance of the position is reflected in the salary and comprehensive range of benefits which include company car, pension, profit sharing, private medical insurance etc.

Apply: Personnel Manager, George Meller Limited, Orion Park, Northfield Avenue, Ealing, LONDON W13 9SL. Tel: 01-579 2111.

George Meller Limited

SOUTHAMPTON AREA FINANCE MANAGER

We are looking for a Manager with flair, drive and initiative to head up a small but busy accounts department. He/she will report to the Board, must have ACA/CIMA qualifications and be computer literate.

The remuneration package will reflect the importance of the position.

Please contact Mrs Robertson on 04895 82211 in the first instance.

ARCO Chemical Company

Qualified Accountants for Europe

Highly Competitive Salary plus Excellent Benefits

ARCO Chemical Company, part of the Atlantic Richfield Group, are a highly successful and profitable organisation whose turnover is in excess of \$2 billion. Their innovative thinking and dynamic approach to business have established them as world leaders in chemical technology.

ARCO, Europe, operates from sales offices in Paris, Düsseldorf, Milan, Rotterdam, Barcelona and Dubai. They have production facilities in Belgium and the South of France, as well as a laboratory located in North Paris. ARCO's European head office is based in Maidenhead, near Windsor in the UK.

Continued expansion and commercial activity have created a number of opportunities

for young French/Dutch-speaking professional accountants to establish their careers in the future of Europe.

These opportunities are

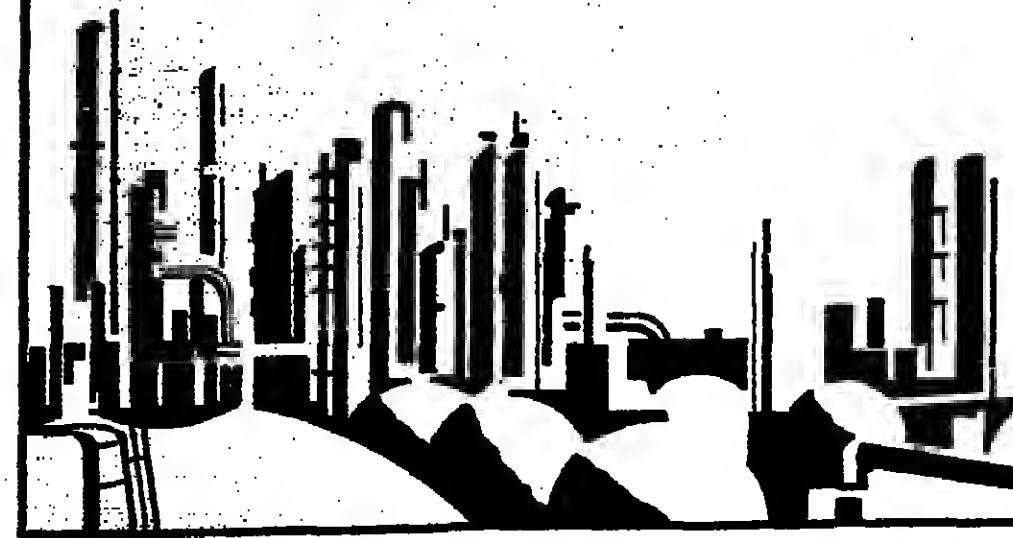
- FINANCIAL ACCOUNTANTS Near Ghent, Belgium and the UK
- COST ACCOUNTANTS Provence, France
- PROJECT ACCOUNTANTS Provence, France
- PROJECT CONTROL MANAGERS Just north of Paris

ARCO can offer unique worldwide prospects to individuals showing drive, flair and commitment to an international market.

For further details about these opportunities please phone Mr. Brett Melbourne, Managing Consultant, or write, enclosing your CV, to

MANAGEMENT PERSONNEL
51 High Street, Eton, Windsor
Berkshire, SL4 6BL, England
Tel: 0753 854256 Fax: 0753 841783

Management Personnel RECRUITMENT SOLUTIONS



ACQUISITIONS/BUSINESS DEVELOPMENT EXECUTIVE

SURREY ▲ SUBSTANTIAL NEGOTIABLE PACKAGE + CAR

During the past four years, Parkfield has been transformed from a loss-making foundry with sales of £4 million into a profitable manufacturing and distribution group with 30 business entities and sales in excess of £300 million.

Parkfield's exceptional rate of growth has been achieved through a blend of acquisitions and the willingness to invest substantially in the rejuvenation and expansion of its business.

Parkfield is committed to the future development of its core businesses: foundries, aluminium wheels, steel pressings, engineering products and entertainment. In each of these sectors, the company is now market-leader in the UK and a growing force in continental Europe. The Group is also shortly to establish a presence in North America.

Parkfield's combination of vigorous, investment-led growth and frequent acquisitions (twelve in the last year) provides a challenging business environment.

We now wish to strengthen further our acquisition team through the recruitment of an individual well able to contribute strongly to the company's future development. Possibly — but not necessarily — a chartered accountant, you will be highly numerate with a sound grasp of business fundamentals. You should be able to demonstrate a proven record of achievement in your career to date, which will ideally have included some exposure to acquisition work.

You must be astute, have sound interpersonal skills, and cope well with pressure; some working knowledge of another language would be an advantage.

The substantial executive package is designed to attract applicants of the highest calibre: initial remuneration will not prove a limiting factor for the outstanding candidates.

Write in confidence to: Mr T A Ester, Director, Parkfield Group PLC, Longdene House, Longdene Road, Haslemere, Surrey GU27 2PH.

PARKFIELD
GROUP PLC

Outstanding prospects for a young, ambitious FINANCE DIRECTOR DESIGNATE

North West c.£25K package, car

Our client is a well established, dynamic, successful medium sized company which has developed a strong position in the market place and an enviable reputation in the trade for the supply of household textiles/furnishings to blue-chip outlets. With exciting plans for further dramatic growth, organically and by acquisition and diversification, they need to appoint a Finance Director Designate.

Working closely with the directors, you will play a key role in the strategic development of the company, in addition to managing a

small finance function and ensuring the provision of accounting and management control information to forecast and monitor performance.

Candidates must be young chartered accountants with commercial acumen as well as good technical skills. Experience in wholesaling, retailing or distribution would be helpful but is not essential.

Remuneration is as indicated with excellent reward and career prospects. Please write in confidence to Peter Evans, ref: PCE/897.

KPMG

Peat Marwick McLintock

Executive Selection and Search
7, Tib Lane, Manchester M2 6DS

Your standards can't be too high for us

**Financial Controller
Enfield £25k + car + benefits**

Belling is unique. The only cooker manufacturer holding the British Standards coveted BS 5750 award, we have set the industry's standards of innovation, construction and safety ever since 1912. Adaptability has always been a Belling hallmark too, and we're planning to project our special combination of technical innovation and quality workmanship into an even more successful future.

Planned growth calls for efficient financial control, and we now need a Financial Controller to join the close-knit Accounts team in our Enfield head office.

Reporting to the Finance Director, your principal responsibility will be to provide senior Management with the accounting information required by our external auditors. This will involve developing financial control systems sufficiently sophisticated to meet the changing demands of the competitive commercial environment in which we now operate.

Other important duties will include advising on capital investments, managing funds and loans and preparing a Company

accounting manual. You will also control a purchasing budget.

Aged around 30, you must be a Chartered or Certified Accountant with at least three years' post-qualification experience in business or industry. Fit, well balanced and shrewd, you will excel at planning and at managing a small professional team.

Confident, able to influence but get on with others at all levels, you will enjoy using your initiative and professional skills under pressure.

If you possess the combination of qualifications, experience and attributes outlined above, and are already settled within easy reach of Enfield, you can look forward to considerable job satisfaction and a worthwhile future with Belling. Other rewards include a salary of at least £25,000, a car, free health insurance, contributory pension and 6 weeks' holiday after 12 months' service.

Apply now by sending your CV in confidence to Rod Smith, Company Personnel Manager, Belling & Co Limited, Southbury Road, Enfield, Middx EN11UE Tel: 01-804 1212.

Belling

SUCCESSFUL INDEPENDENT HOSPITAL SEEKS FINANCIAL CONTROLLER TO MATCH.

After two years of dynamic growth, the London Independent Hospital is poised for a period of prosperous consolidation and is therefore looking for a Financial Controller.

We need a qualified accountant with EDP skills, commercial experience, enthusiasm and initiative.

The initial salary is £26,000, plus a benefits package which includes private health insurance.

As Head of Department, reporting direct to the Hospital Director, the successful candidate would take full responsibility for a department of 10 and would participate fully in the running of this vital and successful organisation. If you'd like to play your part, call Andrew Carpenter, Group Finance Director on 01-790 0990 for an interview.



London
Independent
Hospital

1 BEAUMONT SQUARE, STEPNEY GREEN, LONDON E1 4NL

Outstanding careers for Investigative Accountants with an aptitude for treasury, trading and wholesale markets

£24,000 to £34,000 plus significant banking benefits
City based

We are looking for ambitious qualified accountants to undertake audits and investigations covering a wide range of investment banking, merchant banking and wholesale markets activities.

Relevant expertise in the audit of these activities is desirable, but not essential. Product training and familiarisation will be provided for less experienced candidates able to demonstrate the necessary aptitude. All candidates must have audit and investigation experience, strong analytical skills and commercial sense, and be able to communicate well with senior people.

After spending about two years in the Audit Department we envisage successful candidates will be promoted, possibly within the department, but most likely into line management outside audit to a front line banking role or operations/finance.

During that period of about two years, you will gain an in-depth appreciation of Midland Montagu's activities in

London and throughout the world, including foreign exchange, money markets, hedging instruments, securities trading, M&A, venture capital, funds management and private banking. Additionally, there will be opportunities to undertake assignments in other parts of Midland Group, or participate in due diligence investigations or short term secondments to projects outside audit.

These opportunities are at two managerial levels and have been created by recent promotions which are in line with our policy that the Audit Department is an ideal point of entry for high calibre accountants into the business. In addition to the salary and comprehensive banking benefits package we are also offering a company car at the more senior level.

If you are looking for a move which offers wide experience and career development, please send or fax your CV in confidence to: Bryan Gann, Head of Audit, Midland Group Audit - Midland Montagu, St. Magnus House, 3 Lower Thames Street, London EC3R 6HA. Fax: 01-260 4838.



MIDLAND GROUP

ALLIANCE + LEICESTER
Estate Agents

Financial Controllers

Sussex & Northamptonshire £30,000 - £35,000 + F/X Car + Bens.

Our client is a wholly owned subsidiary of the Alliance & Leicester, one of Britain's most successful building societies. Continuing its well proven track record of expansion and innovation, the Group has recently set up a property services business which is now one of the fastest growing in the UK. Growth has been both organic and through acquisition and exciting plans exist to develop this building into one of the leading property services groups countrywide.

This progressive approach has resulted in the requirement for two Financial Controllers to become key members of small, senior management teams.

FC - Northants

Reporting to the Managing Director of the Midlands region, you will be responsible for setting up an accounting and finance function and all relevant systems for this new, rapidly developing business. As well as building a department and recruiting a team, there will be every opportunity to provide commercial input and guidance to the business's future development. Responsibilities will also include identifying and analysing potential acquisition targets.

Both of these positions offer exciting career opportunities for young, commercially minded, qualified accountants (ACA/ACCA/ACMA). Successful candidates are likely to be aged between 28 and 35 who can demonstrate commercial awareness, excellent communication skills and a positive, confident personality combined with a sound technical background.

Attractive remuneration packages will be offered with flexible salaries to ensure we attract the best, with relocation assistance, fully expensed company car etc. Career prospects are first class.

If you believe you have the drive and determination to succeed in either of these excellent opportunities, contact Tim Forster on 0372 375661 (Fax 0372) 370101 or write to him at Michael Page Finance, Cynet House, 45-47 High Street, Leatherhead, Surrey, KT22 8AG.



Michael Page Finance

International Recruitment Consultants
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011 201 210

Finance Directors

£100,000+

- Coopers & Lybrand Executive Resourcing Limited is an independently managed executive search organisation with a wide range of clients in all business sectors.
- We are frequently retained to advise clients on top level financial appointments in the UK and internationally.
- If you are considering a move in the coming year, I would be interested to hear from you.
- Absolute confidence is guaranteed.
- Please telephone or write only to: John Robins, Chief Executive, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DQ.
- Tel: Daytime 01-606 1975 Evenings or weekends 024024 3007.

Executive Resourcing **Coopers & Lybrand**

RSGB

FINANCE DIRECTOR

N.W. London c.£35,000 + Bfts

Research Surveys of Great Britain Limited (RSGB) is one of Britain's leading market research agencies, specialising in ad hoc surveys in the consumer market and is a member company within AGB Research plc. Growth has been continuous over the last five years, a consistently high percentage of it coming from new clients.

The company seeks a commercially orientated accountant with significant systems development experience to take responsibility for all aspects of control and reporting, short and long term planning and the financial input to business decision making.

Applicants should be qualified accountants aged 28-38 with good leadership and communication skills and the ability to make a strong commercial contribution within a stimulating and demanding environment.

For further information please contact D.E. Stribman or write to him at the address below.

HUDSON SHRIBMAN

VERNON HSE SICILIAN AVE LONDON WC1A 2QH TEL: 01-831 2323

FINANCIAL RECRUITMENT

Group Financial Director

London W1 Salary to £35,000 + car

This is an exciting opportunity for an entrepreneurial accountant to join a small, very successful company in its early stages of development. Our client, a well respected and award winning Design Company, has undergone dramatic growth since its recent inception. Founded in 1983, the company has established itself as one of the market leaders in graphic design, specialising in packaging and corporate identity, and maintains an impressive portfolio of blue chip clients. They have subsequently identified the need for a Group Financial Director to lead them into the 1990s.

Reporting to the Managing Director this will be a 'hands-on' role involving responsibility for all accounting, legal and administration functions as well as being an active and contributory participant with regards future business growth and development including potential acquisitions.

Candidates should be qualified Accountants, aged between 28-32. They will be ambitious with a developed sense of commercial awareness, combined with the ability to fit into a fast moving and creative environment. The candidate should demonstrate the commitment necessary to implement an ambitious growth programme over the next five years.

Interested candidates, who meet this criteria should send a detailed curriculum vitae including current salary and daytime telephone number to Carol Jardine, quoting reference LM418 to Spicers Executive Selection, 13 Bruton Street, London W1X 7AH.



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To secure the best appointments at a senior level needs more than good advice, accurate objectives and succinct presentation.

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MONDAY

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Develop your career in Financial Risk Management

Rolls-Royce plc is a world leader in the design, development and manufacture of gas turbine engines for a wide variety of civil, defence and commercial applications.

Increased business activity and internal promotion have now created a career opportunity for an experienced finance professional in our Treasury function at Company headquarters in Derby.

You would join an established team responsible for the administration and control of the Company's financial resources. Current knowledge of the foreign exchange and capital markets will allow you to play a senior role in the use of a wide range of financial instruments.

Applicants should have relevant experience in treasury,

banking or financial services; possess a degree or professional qualification and be thoroughly conversant with U.K. and international financial institutions.

The position, whilst based at Derby, will involve visits to London and other financial centres.

The remuneration package and the range of benefits reflect the importance of this appointment. Where necessary, financial assistance for relocation is available.

Please reply in writing enclosing a comprehensive curriculum vitae to Charles Harrison, Management Development Executive, Rolls-Royce plc, PO Box 31, Derby DE2 8BJ.

We are an equal opportunities employer.



ROLLS-ROYCE plc

International HQ Financial Management Opportunity

Ambitious Qualified Accountant

c.£30,000 + car + substantial benefits
Central London



The Company

Our client is a large, profitable and expanding UK owned PLC with significant commercial worldwide interests. Quoted on several international stock exchanges including New York its progressive management style and clearly conceived marketing strategy has established it as a major international force.

The Appointment

This is an outstanding opportunity for an ambitious qualified accountant to join the small and highly active international headquarters finance function offering exposure to the latest computer systems and technology. Reporting to the Group Accountant, who reports to the Group Controller, responsibilities will include:

- Preparation of financial results and reports for presentation to the board
- Analysis of operating results and business plans
- Compilation of statutory accounts under both UK and US accounting principles
- Involvement in group structure reviews
- Support for presentations to city analysts and fund managers
- Research into accounting and other areas
- Ad hoc projects involving liaison with subsidiary management
- Involvement in the development of computerised systems
- Staff supervision

The Person

For this important and challenging role we are seeking a qualified accountant aged 26-30 with a proven and impressive track record. You may come from the profession or industry and should have a confident personality, good communication skills with strong commercial awareness, a thorough technical understanding of accounting and management techniques and sound computer skills.

Future Prospects

Success in this high profile role will lead to a range of outstanding career development opportunities within the international headquarters or within one of the subsidiary companies.

For further details and a confidential discussion please contact Mark Mason C.A. on 01-387 5400 (out of hours 01-372 5952) or write to him at Financial Selection Services, Drayton House, Gordon Street, Bloomsbury, London WC1H 0AN.

MANAGEMENT CONSULTANCY

QUALIFIED ACCOUNTANTS

Central London

25-35 years

£25-40,000 + Car

This major international consultancy practice is experiencing dramatic growth, with increased demands for consultancy services from a wide variety of blue chip companies. In order to maintain expansion plans, they are seeking to strengthen their operations by recruiting into a number of key areas.

Working as part of a small team, you will be exposed to strategic issues at the highest level throughout a prestigious international client base. Emphasis is placed on a practical, hands-on approach, working closely with senior management on site.

Suitable applicants will be graduate qualified accountants - ACA/ACMA - with a track record of achievement in a blue chip environment. Either newly qualified or with several years' post qualification experience, your background may be in commerce, the profession or consultancy. In either case you will need to demonstrate first class interpersonal skills and an analytical approach to problem solving.

Interested applicants should telephone Shelley Kakar on 01-437 0464 or write, enclosing details, to the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS

Quecas House 1 Leicester Place London WC2H 7BP
Telephone: 01-437 0464

FINANCE DIRECTOR INTERNATIONAL DIVISION

Candle

WEST LONDON £40,000 + NEG. CAR, BENEFITS

We are the £35 million International Division of one of America's top software companies, and are the technical and market leaders in our field. We have offices and Distributors throughout Europe, Asia, and the Middle East.

As the top Financial member of our management team, you will have the opportunity to help manage our growth. Specific responsibilities include the establishment and monitoring of standardized financial policies and controls, managing the financial departments of overseas subsidiaries, and further improving the computerized accounting and management reporting systems.

Additionally, you have responsibility for the legal and administrative activities of the group companies, including assisting in Distributor Agreements, liaison with outside legal counsel, and managing the contracts department. Travel worldwide is approximately 25%.

The successful candidate will have at least five years in financial management, including managing at the headquarters level.

This is a challenging position with a fast growing company. We offer an attractive package including a revenue based bonus program, medical and pension benefits.

Please send an up-to-date CV to:

Den Armour, CANDLE SERVICE LTD, Swan Gardens, 10 Piccadilly, London W1V

FINANCIAL CONTROLLER

Hi Tech IBM authorized computer dealer requires company accountant to manage its rapid growth situation. Ideal candidates will have a university degree, qualified or expect to qualify soon, spread sheet abilities, and capable of coping with full financial responsibility with a staff of three. Willingness to work in a team environment with an enthusiastic desire to help us reach our goals. We have averaged 110% growth over the last 4 years and looking to turnover 10 million this year.

Salary negotiable for the right person. Many benefits. For more information call Harry Goldwater MD on 01-528 0425 or send C.V. to

Professional City Computers
2 Paul Street
London EC2A 4JH

UNIVERSITY OF DUNDEE

MATHEW CHAIR OF ACCOUNTANCY AND INFORMATION SYSTEMS

Applications are invited for the above chair in the Department of Accountancy and Business Financial, which is currently expanding and is strongly committed to research. The successful applicant will be an active researcher and will be expected to participate in the leadership of research teams and to direct the development of a new degree initiative in the area of accountancy and information systems.

Further particulars from, and applications in writing with C.V. (8 copies or, if posted overseas, one copy in a format suitable for photocopying) and the names and addresses of three referees to, the Personnel Office, The University, Dundee, DD1 4HN. Please quote reference EST/12/89/FT. Closing date: 7 April 1989.

ACCOUNTANT/ COMPANY SECRETARY GOOD SALARY AND BENEFITS INCLUDING CAR, PRIVATE MEDICAL SCHEME, EXCELLENT PROSPECTS

A rapidly expanding private company operating from London NW4 and specialising in the marketing of electronic publishing equipment requires an experienced Accountant/Company Secretary. Reporting to the Chairman and Board, the appointee will be responsible for the financial control within the company preparing budget/projections, cash flows, monthly management and year end accounts plus all legal matters. "Hands on" computer experience is essential for the position. There is a probability of a Broad appointment within 2/3 years.

Applicants must be qualified accountants. Age will be no barrier to the appointment (36-50 preferred). Please reply with full C.V. to:

Box A1176, Financial Times,
10 Cannon Street,
London EC4P 4BY

European Financial Controller

London

c£50,000+Bank Benefits

Our client is the European Headquarters of one of North America's ten largest banks, with branches in the world's major financial centres.

The Bank has been established in London for over 100 years, and is an organisation committed to providing the highest level of expertise in a wide range of specialisations.

The London and European operations are diverse and include major representations in Corporate Banking, including Asset Based Finance, Commercial Lending, Real Estate and Specialised Finance.

In order to ensure that the increasing complexity of business is effectively managed, a new role of European Financial Controller is to be created, reporting to the Head of Operations.

The principal responsibilities will be to provide financial guidance and control in the development of the Bank throughout Europe, with particular emphasis on the following areas:-

- ★ Operational and Strategic Planning
- ★ Working closely with Profit Centre Managers to improve financial performance
- ★ Review and management of Legal Entity Structure
- ★ Financial Control
- ★ Risk Management
- ★ Advising on the development of new businesses.

There will be high level contact with Senior Management in London and Europe.

The successful candidate, qualified and ideally a Chartered Accountant, will have excellent practical experience at a senior level within a banking environment. The level of experience sought indicates a likely age range of 35-45. He/she will have a high level of enthusiasm and the ability to lead and motivate staff.

Interested candidates should contact Diane Forrester ACA on 01-831 2000 or write to her enclosing a comprehensive CV at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

CROWN HOTELS

Director of Finance

London

c£40,000+Car+Benefits

Crown Hotels is one of the largest privately owned groups in the leisure sector. They have grown rapidly over the last five years as a result of progressive management and a series of carefully selected acquisitions to a turnover in excess of £30 million generated through a portfolio of 27 hotels.

As part of its strategy of continued expansion it has recognised the need to appoint a Director of Finance to play a key role in the development of the business. Reporting to the Managing Director the specific elements within a wide range of responsibilities will be the control of the treasury function and cash management; the maintenance and enhancement of both financial and management accounting systems and the provision of strategic planning resources.

The successful candidate, aged 33-40, will join a small team of forward thinking industry specialists who are seeking a strong contribution from someone who wishes to use broad based financial experience and entrepreneurial flair in a fast moving and challenging industry. A high degree of commitment and energy, the ability to identify and develop key aspects of the group strategy in an imaginative way and communicate these effectively at board level are essential.

Please write enclosing full career and salary details, highlighting your major achievements to Stephen K. Banks ACMA at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH, quoting ref. 2918, or alternatively, telephone him on 01-831 2000.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Finance Director Designate 'Shadow' NHS Hospital Trust

London

£35k plus leased car

The recent Government White Paper 'Working for Patients' proposes that hospitals will be able to apply for self-governing status within the NHS. Our client, responsible for a distinguished teaching hospital, wishes to appoint a financial manager (Director Designate) to explore options and, if appropriate, guide the hospital to self-governing status. The initial role will be to:

- analyse cost structures, determine alternative options and advise on pricing and market strategies.
- lead one of the most developed clinical budgeting projects in the NHS.
- carry out option appraisals on major capital expenditure and advise on sources of finance and on land transactions.
- advise/implement information technology strategy.

Candidates will be qualified accountants or MBAs with a finance specialisation who have acquired excellent professional and analytical skills probably in consultancy, operational audit or financial analysis. The successful applicant will need to demonstrate an ability to adapt to the NHS culture and work with clinical and academic staff. Success in the initial role will lead to confirmation as Finance Director if the Hospital Trust is established. An attractive initial salary and benefits package is offered.

Write in confidence to John Gregory at John Courtis & Partners, Selection Consultants, 855 Silbury Boulevard, Central Milton Keynes MK9 3ND, demonstrating your relevance clearly and quoting 5190/FT. Closing date for applications is March 31st 1989. Interviews will be held in London and Milton Keynes. Our client is an equal opportunities employer.

John Courtis & Partners
Search and Selection

FINANCIAL DIRECTOR ADVERTISING

Central London

Early 30's

c£35,000 + Car

As a highly autonomous part of a top twenty advertising group, our client is continuing to develop its reputation as one of the most innovative London agencies.

In anticipation of an exciting period of strategic development and the continued growth of UK billings, there is an immediate requirement for a key individual to join the senior management team.

The Financial Director will be highly independent and will report to the operating company board. With complete responsibility for the financial and administrative functions, this individual will also

provide the planning and commercial expertise that will allow them to make a positive contribution to the agency's development.

In order to meet the demands of this position, the successful candidate will be able to demonstrate an impressive post-qualified track record within an advertising environment.

This role will appeal to an ambitious and confident Controller with the technical ability and interpersonal skills to make an immediate contribution, and grow with the company into the 1990's.

Interested applicants should telephone James Hyde on 01-437 0464 or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 01-437 0464

MANAGER - OPERATIONS & SYSTEMS REVIEW

Central London

26-29

To £30,000 + Car

This major multinational organisation, one of the largest and most prestigious names in the highly competitive f.m.c.g. sector, is committed to a policy of continued expansion.

This company has an enviable growth record with aggressive plans for the future. A key feature throughout this exciting period will be the implementation and maintenance of enhanced systems and high standards of execution and control.

An exceptional opportunity has arisen for a qualified accountant to play a key role in the development of internal controls. Reporting to the Financial Services Manager, you will be responsible for the identification and implementation of value added systems procedures,

operational reviews, planning and co-ordination and a wide variety of assignments, both in the UK and abroad.

The ideal candidate will need to be computer literate and, in addition to excellent technical and interpersonal skills, have the initiative to report concisely and liaise effectively with both financial and operational staff. Previous audit experience, preferably gained within an international company, is essential.

Interested applicants should telephone Giles Daubeny on 01-437 0464 or write to him, enclosing a brief CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 01-437 0464

**ANTONY
DUNLOP**
ACCOUNTANCY
RECRUITMENT
CONSULTANTS

CORPORATE FINANCE/M&A

London - £26,000 + car + benefits

Our client is looking for a recently qualified accountant or MBA.

They are an International British Group, turnover exceeding £200 million, marketing brand name products. Continued search for acquisitions to complement existing activities and participation in growth markets, has created a need to strengthen the Corporate Strategy Team.

An ambitious Special Projects Accountant is sought to assist with the Group's expansion plans. This will involve close liaison with subsidiaries, providing commercial and financial

advice on Acquisitions, Expansion, Operational Management and Investment. It will cover a variety of projects, from instigation to final implementation. There will be the opportunity to travel to overseas subsidiaries.

A challenging career opportunity if you have the necessary ability and commercial acumen.

To apply, please contact Caroline Myzak at Antony Dunlop Ltd, 18 Jernyn Street, London SW1Y 6HP. Tel: 01-439 6171. Fax: 01-734 4571. Or call 01-385 4434 outside working hours.

LONDON AND AUCKLAND

ACQUISITIONS AND MERGERS SPECIALIST

City c. £33,000 + Subsidised Mortgage + Bonus + Car

Our client is a large, respected financial services organisation with ambitious and exciting future plans for diversification. During the next five years, complementary businesses throughout the U.K. will be added to what is already an enviable strong base. This new and important position, heading acquisitions and mergers, will play a vital practical role in the development of this growth strategy.

You will join a young management group which blends its considerable ability with dedication and enthusiasm for the business.

You will have a proven high level of commercial awareness, enjoy challenge and be capable of precise judgement in an environment which demands that you will often have several projects running together. Although you may often work alone, you will have the ability to bring together and lead multi-disciplinary project teams during the acquisition and

integration of new businesses. The position demands someone of exceptional personal abilities, a teamworker who enjoys the challenge of change and growth. You will probably come from a merchant banking, acquisition broking, entrepreneurial industrial or accounting firm background. A graduate, probably between 28 and 35, you may have an M.B.A. and will probably possess a relevant professional qualification. Your excellent communication skills will enhance a shrewd business sense and the ability to seek out and pursue growth opportunities. The excellent remuneration and benefits package includes subsidised mortgage arrangements. Future career opportunities will be outstanding.

Please apply, in confidence, enclosing a full c.v., quoting reference L/909, to David Bannister

Financial Controller

£35,000

prestige car + bonus

International Software has taken a unique stance in the rapidly growing Personal Computer market. It concentrates exclusively on the major corporations, banks etc and specialises in providing software and multi-level services to the "Information Centres" of these organisations which are charged with implementing PC strategy. Set up only 3 years ago it now employs 80 staff and has the backing of a Boston-based parent.

The new Controller will act as a Senior Manager in this young and growing

company, based in Brentford. He or she will make many commercial decisions, monitor and report the financial activity to both the UK and US and ensure that the finance and MIS departments react quickly as the company expands.

Appropriate candidates should have substantial post-qualified experience and possess the drive and pro-active approach to thrive in this demanding friendly company.

For more information or a preliminary interview call BILL CURTEIS on

01-242 6321

75 Grays Inn Road, London WC1X 8US
(out of office hours 01-5041329)

PERSONNEL • RESOURCES

COMMERCIAL AND INDUSTRIAL DIVISION

KPMG

Peat Marwick McLintock

Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

Handwritten note: [Illegible]

MANAGER - INTERNAL AUDIT UK AND EUROPE

Leading Brands Around The Globe
Surrey to £35,000 Experienced Team Builder

Our client is the UK affiliate of an international food manufacturing and distribution network. Businesses span 47 countries and include a global range of best selling brands, many of which are household names. Increased group sales and share earnings are the result of a continued programme of worldwide acquisition, restructuring and product development. Security and control have always been a priority. A recent initiative has resulted in the development of a European audit programme for which the UK Manager, Internal Audit will coordinate the thrust of activity in Benelux, Scandinavia, Ireland and the UK.

Particular challenges raised by this exciting opportunity include; establishing an audit schedule and, supervising/training staff to conduct the role with maximum integrity; developing the role in a European context,

gaining respect and confidence from senior colleagues; ensuring compliance with defined standards and providing technical support and recommendations of consistently high quality.

To succeed in this pressurised and stimulating environment candidates will need exceptional inter-personal skills backed by tact, diplomacy and overt professionalism. Individuals will be self-starters with man-management flair. These qualities must also be supported by a degree, a chartered accountancy qualification, audit experience gained within a sizeable practice and at least 5 years further management experience, encompassing EDP audit, planning and appraisal skills. Fluency in a European language would be an asset.

Please write in confidence quoting reference F2046, to Hilary Douglas.

KPMG Peat Marwick McLintock

Executive Selection and Search
70 Fleet Street, London EC4Y 1BU

Technical Manager - Audit Development City of London

ACAs 30-35 to £30,000 + car

Our client is a "top 10" international firm of chartered accountants in the City of London seeking to recruit an audit technical manager to take key responsibility for maintaining and developing the firm's audit procedures.

Reporting to a Senior Manager, the role will cover:- maintaining the firm's audit manuals; providing advice on auditing questions arising from ongoing client audit situations; developing the firm's auditing techniques in line with national and international guidelines; providing commentary on auditing "state of the art" for both internal and external publications.

Candidates (male or female) should have at least two years' experience of auditing post qualification in a large international practice and ideally at least a further two years' experience of technical matters in a large firm's technical department, an accounting institute, a University/Polytechnic or in an intensive tuition company.

For more information, please contact George Ormrod B.A. (Oxon) on 01-836 9501 or write with a copy of your CV to Douglas Llamblas Associates Limited, 430 Strand, London WC2R 0NS, quoting reference no. 2915.



BIRMINGHAM 021 223 4421 DUBLIN 01 226 7744 EDINBURGH 031 225 7744 GLASGOW 041 226 3101 LONDON 01 836 9501 MANCHESTER 061 226 1552

Financial Controller Central London

ACAs/ACMAs/ACCAs 30-45 to £33,000 + car

Our client is the Financial Services Department of a "top eight" international firm of chartered accountants seeking to recruit a Financial Controller to take responsibility for all non fee-earning aspects of the Department's work.

Specific aspects of the role include:- the establishment and maintenance of a centralised billing system, credit control, preparation of budgets for the Department and sub-groups, monitoring actual performance versus budgets, recruitment administration both professional and secretarial, establishment of a client data base, management accounts, administration of resources - accommodation/secretarial/postal/stationery etc.

Candidates (male or female) should ideally have a combined administration and finance background gained in commerce/industry or public practice/legal environments.

For more information, please contact George Ormrod B.A. (Oxon) on 01-836 9501 or write with a copy of your CV to Douglas Llamblas Associates Limited, 430 Strand, London WC2R 0NS, quoting reference no. 2916.



BIRMINGHAM 021 223 4421 DUBLIN 01 226 7744 EDINBURGH 031 225 7744 GLASGOW 041 226 3101 LONDON 01 836 9501 MANCHESTER 061 226 1552

Managing Partner Designate East Midlands

FCAs/CAs 33-45 Salary Negotiable

Our client is a "top 8" international firm of chartered accountants seeking an audit partner to take responsibility for running an office, within the East Midlands, for which there are ambitious growth plans.

Reporting to the Area Managing Partner, the role will comprise audit responsibility for a portfolio of existing national/international corporate clients; responsibility for the development of the practice, particularly in the listed client area and USM's etc; he/she will take charge of the general running of the office with full profit responsibility.

Candidates (male or female) should be existing corporate audit partners who can demonstrate practice development skills and have the ability to take responsibility for running an office.

For more information, please contact George Ormrod B.A. (Oxon) on 01-836 9501 or Stephen Bromley on 021-233 4421 or write with a copy of your CV to Douglas Llamblas Associates Limited, 430 Strand, London WC2R 0NS, quoting reference no. 2934.



BIRMINGHAM 021 223 4421 DUBLIN 01 226 7744 EDINBURGH 031 225 7744 GLASGOW 041 226 3101 LONDON 01 836 9501 MANCHESTER 061 226 1552

You're a talented business professional, no question about it. Your star is in the ascendant. You like to pick up a challenge and throw everything into it.

But once it's out of your hands, how long will it be before you get to grips with anything quite as stimulating again? A month? A Year? Never?

As a born problem-solver, you know there has to be an answer to your present job dilemma. You know there must be a career alternative, where the challenge returns time after time.

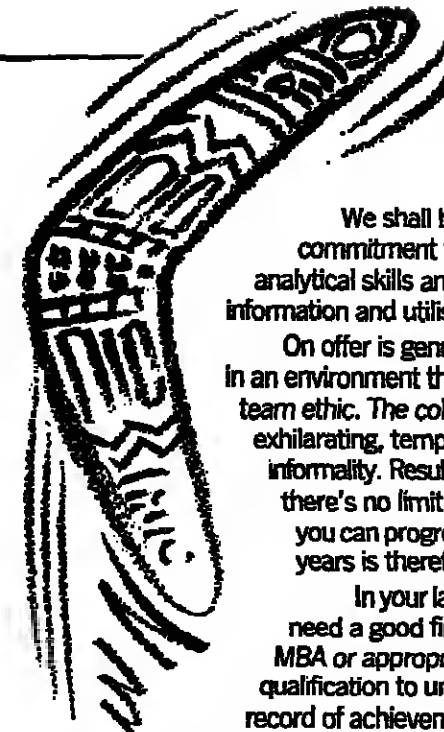
You're right. It's called

MANAGEMENT CONSULTANCY to £40,000 + car

and it's the direction you should be aiming for as a matter of urgency.

Our client, one of the most respected of the major consultancy firms, provides business solutions - strategic, management and systems solutions - for demanding clients in industry, commerce and government.

Rapid growth provides constantly changing opportunity to people with your kind of potential, particularly from accountancy, finance and economics disciplines.



We shall be looking for a strong commitment to excellence, razor-sharp analytical skills and a capacity to absorb information and utilise it to client advantage.

On offer is genuine scope and variety in an environment that fosters a strong team ethic. The collective will to win is exhilarating, tempered by open-door informality. Results are the benchmark - so there's no limit to how far, and how fast, you can progress. A partnership within 3 years is therefore a realistic target.

In your late 20's to mid 30's, you'll need a good first degree and perhaps an MBA or appropriate accountancy qualification to underpin your excellent record of achievement. You are currently at a level that makes you worth up to £40,000 plus a car.

You've put a great deal of effort and dedication into your career so far. Isn't it time you had some returns?

Please write with full cv to us, as the Company's Selection Advisers, and we'll arrange an informal discussion. John L. Thompson (Ref.1347), Thompson Associates Limited, Compton House, Selsdon Road, South Croydon, Surrey CR2 6PA. Telephone: 01-686 6600.



THE CHALLENGE RETURNS EVERY TIME!

Business accountants for a high-level challenge in the North-West

ICI is looking for young, qualified accountants to share in the growth and development of leading business groups, headquartered in north-west England, including Chemicals and Polymers, Pharmaceuticals, Colours and Fine Chemicals, Polyurethanes and the Corporate Audit Group.

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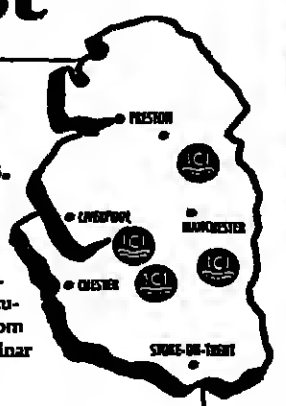
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LEEDS	Queen's Hotel	APRIL 5
BIRMINGHAM	Capthorne Hotel	APRIL 6
LONDON	Waldorf Hotel	APRIL 11
DUBLIN	Shelborne Hotel	APRIL 13
GLASGOW	Hospitality Hotel	APRIL 17

To reserve your place please complete the coupon below and return it, in strictest confidence, to Douglas Llamblas Associates, Brook House, 77 Fountain Street, Manchester M2 2ER.



I should like to attend the seminar at Manchester/Leeds/Birmingham/London/Dublin/Glasgow (delete as appropriate). Please reserve my place.

I am unable to attend a seminar, but please send me an information pack.

Surname (Mr/Mrs/Ms) _____ First Name _____ Age _____

Address _____

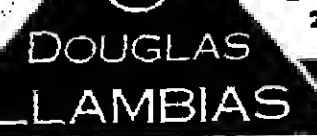
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WINE MERCHANT

The Company

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- Multi-site business with currently 145 outlets throughout the country.
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- We do not see the salary or benefits being a problem for the right candidate.
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Group Financial Controller

North West

to £35,000 + Car + Benefits

Our client is a rapidly expanding and highly profitable pte engaged in property development and investment activities principally in the UK. Recent and planned acquisitions augmented by further organic growth will ensure that the history of increases in both assets and profits continues.

A Group Financial Controller is now required to complement the undoubted expertise of the existing senior management team. In addition to the normal internal control and group reporting responsibilities, the successful applicant will be expected to continue the development of integrated computer systems and maintain strict control of cash flow on a group wide basis.

Candidates, aged 28-33, should be qualified

accountants who can demonstrate a strong track record of success including experience in a professional office or service environment coupled with the interpersonal skills and business maturity required to make an immediate impact in a very dynamic environment.

A comprehensive benefits package is offered including share option scheme and full relocation facilities where appropriate.

Interested applicants should contact Iain Blair ACMA, quoting ref. 3095 on 061-225 0396 or write to him enclosing your detailed curriculum vitae at:

Michael Page Finance, Executive Division, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.



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Financial Controller

WEST GERMANY, PACKAGE c. DM 140,000

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Reporting to the Country Manager and the UK based Chief Financial Officer, you will lead a department of 10 staff and be responsible for the full finance and accounting function with an emphasis on controls and management reporting, in addition

you will be actively involved in expanding capital equipment funding programmes.

This high profile position requires a qualified accountant, aged about 30, ideally with sound commercial accounting experience within a US company in Europe. Personal qualities must include excellent interpersonal skills to communicate effectively with both the operating company team and corporate senior management. Thus the ability to conduct business in German and English is an essential

minimum requirement.

Resumes, including day time telephone number and current salary, should be sent in confidence to: Chris Howarth, quoting ref. CH837, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2N 7DQ.

Executive Resourcing

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Reporting to the Director of Audit, and based in Newcastle, you will be responsible for audit throughout the Company. This will involve major Corporate and Operational audits and the review of all systems development before implementation as well as complex Special Projects.

This new position will enjoy company-wide influence and high profile amongst senior managers. It is your opportunity to develop your own team and impress your personality on a growing audit function. A qualified accountant, you must have at least 5 years' post-qualification experience in a senior auditing role. You must be confident and committed, with excellent communication and presentation skills and the ability to lead and motivate. Regular travel to our Corporate Head Office in Hayes and other major locations will be required.

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To apply, you'll need some audit experience, from practice or commerce, and some knowledge of computer assisted auditing. You must also be prepared to travel extensively within the UK. An attractive salary is complemented by a full range of benefits and relocation assistance will be considered.

Applicants for both positions should write with a full cv to: Jim White, Personnel Controller, Safeway plc, 6 Millington Road, Hayes, Middlesex UB3 4AY. Tel: 01-848-8744.

SAFeway

Group Internal Auditor

North East

c.£25,000 + Car

Our client, T. Cowie Plc, is a market leader in the competitive field of vehicle distribution and financing. Current Group turnover exceeds £400m, reflecting an increase of 44% over 1987, with a similar increase in profit before taxation which has been achieved through organic growth and acquisition, both of which will continue in the future.

They now seek to appoint a Group Internal Auditor to be based at the company's Sunderland Head Office. Reporting to the Group Finance Director and supervising five staff, responsibilities will include the audit of transactions and systems of internal control in operation at Group sites, the provision of accounting support services and a variety of ad hoc assignments.

Candidates, aged 28-35, should be qualified accountants, possibly making their first move from public practice, who can demonstrate strong technical abilities, first class communicative skills and the ability to succeed in a demanding environment. Some travel within the UK will be required. A relocation package is available where appropriate.

Interested applicants should write to: Frederick Howie, Regional Manager, Michael Page Finance, 25 Collingwood Street, Newcastle-upon-Tyne NE1 1JE, (Tel: 091-222 0545) quoting Ref NE013.



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GRANADA
Travel
PLC

Financial Controller

West Sussex

to £28,000 + Car

This wholly owned subsidiary of the Granada Group has been operating for approximately 18 months. Already it is a significant force in the leisure sector, specialising in skiing and adventure holidays. Current turnover is around £130 million and exciting plans exist for further development and expansion.

As a direct result of this growth they are now seeking a talented Financial Controller to manage the accounting function of a major subsidiary. With responsibility for a small team, key aspects of the position will be controlling all financial and management accounts and reporting, developing management information systems and financial planning.

The successful candidate will be a qualified accountant probably aged between late 20s and mid 30s who can demonstrate strong technical and managerial skills combined with a positive, commercial approach. The ability to communicate with senior management is essential as there will be constant contact at Board level.

Prospects are excellent and opportunities for development will exist across the entire Granada group. If you wish to be considered for this key management role, contact: Tim Forster on 0372 375661 or write to him at Michael Page Finance.

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FINANCIAL TIMES COMPANIES & MARKETS

Thursday March 16 1989

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INSIDE

Sea and sympathy

Rarely one to miss an opportunity to do the unexpected, Mr James Sherwood (left), president of the Bermuda-based Sea Containers corporation, was in a ebullient mood yesterday in the face of a possible bid from Stena of Sweden. Far from dismissing Stena, he said he was ready to talk about possible joint ventures. It was a response in line with his reputation as an unorthodox opportunist, but there may be more solid strategic grounds for his sympathetic response, explain Kevin Brown and Sara Webb. Page 26

Like a phoenix from the potash

An "albatross" was how Saskatchewan's premier Grant Devine recently described the province's potash industry. But labouring two-thirds of a mile below the frigid prairie, where the temperature is a balmy 80 degrees and the pinkish sylvinites ore bears a startling resemblance to salmon, producers of this vital fertilizer ingredient have been enjoying better times of late. Indeed, David Owen reports that the soon-to-be-privatised Potash Corporation of Saskatchewan looks set to report bumper profits after years of heavy losses. Page 38

The technology of takeover defenses

Successful defenses against takeover bids are not common in the UK, and two in one day are rare indeed. But yesterday saw Ricardo, a Sussex-based engines and transmissions designer, emerge free from its battle with First Technology while Clydesdale Investment Trust failed with its attempt to take over Baillie Gifford Technology. Page 29

Singapore equities ride the high-rise elevator

A burst of property speculation has whisked the Singapore stock market index to a post-crash high in heavy volume, with the proposed sale of the Standard Chartered building helping to stimulate the recent rally, writes Alison Maitland. Page 33

BTR profits jump by 30%

BTR, the British industrial conglomerate, has spent more than £1.5bn on acquisitions in 1988 and hopes to spend a similar amount this year, according to Mr John Cahill, its chief executive. He was announcing a 39 per cent jump in pre-tax profits for 1988. Page 30

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Chief price changes yesterday

PARIS (FFP)		PARIS (FFP)	
3m Rpt. B.	259 + 3	3m Rpt. B.	157 + 19
Commerzbank	244.8 + 0.5	Orfit National	1079 + 51
Alcatel	528 + 0.5	Sanofi	2442 + 18
Alcatel	528 + 0.5	Sanofi	2442 + 18
Alcatel	528 + 0.5	Sanofi	2442 + 18
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Alcatel	528 + 0.5	Sanofi	2442 + 18
Alcatel	528 + 0.5	Sanofi	2442 + 18

LONDON (Pence)

BP	257 + 6	Mid White	272 + 7
Shell Sp.	144 + 10	Shell White	125 + 6
BP	257 + 6	Mid White	272 + 7
Shell Sp.	144 + 10	Shell White	125 + 6
BP	257 + 6	Mid White	272 + 7
Shell Sp.	144 + 10	Shell White	125 + 6
BP	257 + 6	Mid White	272 + 7
Shell Sp.	144 + 10	Shell White	125 + 6
BP	257 + 6	Mid White	272 + 7
Shell Sp.	144 + 10	Shell White	125 + 6

Pilkington in US deal with Nippon Glass

By Ian Hamilton Fazey, in Manchester

PILKINGTON has sold 20 per cent of Libbey-Owens-Ford (LOF), its US subsidiary, to Nippon Sheet Glass (NSG) for \$230m.

The deal will not only help the UK glass manufacturer get more of its windows into Japanese cars, but it will also show an immediate profit, for Pilkington spent only \$145m when acquiring LOF between 1982 and 1984. NSG is paying cash, thus enabling Pilkington to reduce its gearing to below 50 per cent.

Mr Antony Pilkington, chairman, said yesterday: "There is a double benefit, but I must stress that this is first and foremost a major strategic move. Our customers are globalising and they want globally consistent supplies. More Japanese companies are moving abroad to manufacture, rather than exporting directly, and their major target is the US. We need to be sure that we are in a position to get their business."

For NSG, the deal means a way

into the American market. The company is Japan's second largest glass maker after Asahi, the company that vies with Pittsburgh Plate Glass, St Gobain and Pilkington as a world leader in safety glass manufacture.

NSG is already a licensee of Pilkington's float glass process at home and is also involved with Pilkington in joint ventures in Mexico, Kentucky (both with LOF), South Korea and Taiwan.

The Kentucky plant supplies windows for Toyota cars manu-

factured in the US.

The Japanese company will have two seats on the LOF board, the same as Pilkington has from its headquarters in St Helens, Merseyside. LOF manufactures in the US, Canada and Mexico and is particularly strong in the automotive after-market - the supply of replacement windows to car repairers.

It also supplies flat glass to the building industry.

Recently it concluded a \$1.6bn, five-year deal to supply half of

General Motors' glass.

Its last reported annual sales, to March 1988, were \$794m, from which it made pre-tax profits of \$36m. Net assets at the year end were \$622m.

It is ironic that the announcement of the deal with Nippon Glass coincided yesterday with results from BTR, fierce attacker of Pilkington's performance in an unsuccessful bid for the glass manufacturer a little over two years ago.

Lex, Page 20

Japanese tint to American windscreens

Ian Hamilton Fazey takes a look at Pilkington's strategic tie-up with Nippon Sheet Glass

LIKE KCI in paint, so Pilkington in safety glass is following its car manufacturing customers and going global.

It may seem that selling 20 per cent of Libbey-Owens-Ford, its US subsidiary, to the Osaka-based Nippon Sheet Glass (NSG) is a strange way of carrying on the policy, but Mr Antony Pilkington, the company's chairman, was in no doubt yesterday of long-term strategic importance of the deal.

The new partnership will mean introductions to potential Japanese customers - the leaders of the world's automotive industry - and strengthen ties with existing clients.

Increasingly, car makers are global operators, manufacturing in many countries. The business is one in which ever-smaller numbers of manufacturers and their suppliers are developing a worldwide symbiosis.

The car makers do not want a myriad of suppliers, with different standards for different continents. They want to design for economies of scale, working hand in hand with component suppliers and applying lessons learned in one continent to others.

Increasingly, most of their suppliers will have to be significant players in their own right to have their products even considered for approval. This means a reduction in the numbers of suppliers, leaving just enough of them on each continent to offer choice and competition.

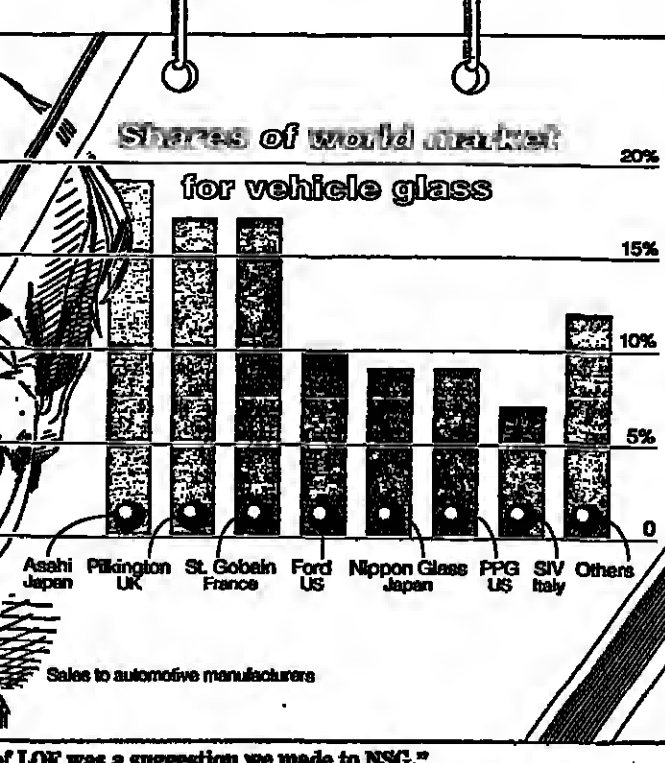
Regional operators can survive if big enough and in big enough markets - witness Du Pont and Herbets respectively in the US and European markets for painting cars - but they have to stand and fight with global giants operating singly or in alliances with regional players from other continents. The Pilkington-NSG deal fits into this "alliances" category.

The pressure is on Japanese car makers to manufacture more abroad as the rest of the world clamours for a reduction in Tokyo's trade imbalance.

The danger for a company like



Mr Antony Pilkington: "Selling part of LOF was a suggestion we made to NSG."



NSG - which is fundamentally Japan based - is of being left behind, trapped in its home market with static sales as key customers expand abroad. "Selling part of LOF was a suggestion we made to NSG," Mr Pilkington said. "We realised that it would help to solve their problem, while helping us develop our relationships with the Japanese automotive industry."

The suggestion could only be made, however, because Pilkington already had an increasingly comfortable relationship with NSG through joint ventures to make safety glass in the US, Mexico, South Korea and Taiwan.

Pilkington needs to build its customer base in Japan to spread its risks, particularly in the US, where it has many eggs in the General Motors basket. The base is small at present: the joint venture with NSG in Kentucky supplies windows to Toyota, while in the UK, Pilkington is the sole supplier to Nissan in Sunderland. As more Japanese car plants spring up around the world, the link to NSG could prove a way in.

Pilkington is the world's largest glassmaker and its position is enhanced by a series of joint ventures in key markets, often with its former European competitor, St Gobain of France. Thus although St Gobain is the biggest glassmaker in Europe - dominating the southern half of the continent, while Pilkington leads in the northern markets of the UK, West Germany and Scandinavia - the two work together in Argentina and Brazil.

In the US automotive market, Pilkington's development was stimulated until it took control of LOF in 1986. In 1982 it had acquired 23.5 per cent of the group which then owned LOF. But the American parent was "more interested in hydraulics," according to Mr Pilkington, so he persuaded them to have off glassmaking in exchange for Pilkington's stake in the group.

LOF has not looked back since, though analysts fretted during BTR's bid for Pilkington in the winter of 1986-87 that LOF was over-dependent on General Motors, itself a struggling, declining force. But General Motors has now reassessed itself and LOF has just concluded a \$1.6bn deal to supply half of the motor giant's glass for next five years.

It is not easy to judge just how much Pilkington has improved the business, since it is difficult to break out LOF's performance before the British company took full control. Pilkington's says that after making a small loss initially, LOF's performance has been growing stronger. The latest figures, now nearly 12 months out of date, show pre-tax profits of \$35m on sales of \$794m and net assets of \$262m. (Pilkington's own figures are also nearly a year old, but they showed \$262m (\$516m) of pre-tax profits on \$2.3bn of sales.)

LOF has six float glass plants and nine safety glass plants in the US.

NSG, however, is thought likely to adopt a low profile, in spite of spending \$230m on its 20 per cent stake. It will have two seats on the board, but Japanese practice is to listen and learn, often for several years, in such circumstances, allowing relationships to develop through understanding. It is just over twice as big as LOF, returning \$65m pre-tax on \$1.78bn in the year ended last March. Besides cars, it is a large supplier of flat glass for construction and is active in glass fibre, reinforced plastics, fibre optics, and the ultra-thin glass used to cover LCD screens.

NSG is in the Sumitomo corporate group, the members of which include NEC but no motor manufacturer. With no ties to any, it should be easier for NSG to sell across the six main groups, although since Asahi, Japan's biggest glassmaker, is in the Mitsubishi group it would be less preferred there.

Mr Pilkington hopes to develop a two-way traffic with Japan. "If you look into the future, you could say this is a good start, though we have no specific plans to do anything else yet," he said.

However, he may well reflect on less visionary periods in the history of NSG, which started life as the Japanese-American Window Company in 1980. The US partner sold a third of its 20 per cent stake in 1972 and the rest in 1978. The partner was LOF.

Troubled French bank in merger

By George Graham in Paris

AL SAUDI Banque, the French bank rescued from the brink of bankruptcy last summer, yesterday announced its recapitalisation and merger with another French bank which specialises in the Middle East.

Banque Indosuez, the French investment bank which took the lead in the Al Saudi rescue, will merge its 95 per cent owned subsidiary Banque Libano-Francaise (France), valued at around FF200m (€32m) with Al Saudi.

The two other major participants in the rescue, Banque Al Saudi Al Franat and the Hariri group of Saudi Arabia, will each inject about the same sum, taking the capital of the new merged bank to between FF650m and FF700m. The new bank is expected to be called Banque Francaise pour l'Orient - French Bank of the Middle East.

Mr Antoine Jeancourt-Gallignani, chairman of Banque Indosuez, said the losses on Al Saudi's debt portfolio were larger than the FF2.1bn estimated last summer when the rescue operation was mounted.

The deterioration of the bank's sovereign debt portfolio and the discovery of additional bad debts in the Middle East and London would increase the deficit by an estimated 10 per cent.

The additional losses, however, will not put the rescue operation into peril, Mr Jeancourt-Gallignani said.

Mr Bernard Vernhes, Al Saudi's chairman, said the bank would concentrate on private banking and property, abandoning its sovereign credit and buyer credit activities. Al Saudi retains client deposits of around FF1bn, he said, and a property portfolio worth between FF180m and FF200m.

The Al Saudi rescue was widely criticised at the time because the Bank of France required all French banks to contribute to writing off the bad debts, and at the same time reimbursed all foreign depositors.

Last week, however, the liquidation of Banque de Participations et de Placements, an offshoot of the bankrupt Lebanese Mashreq banking group, was fiercely criticised by some depositors, upset that their reimbursement was limited to FF400,000.

The French deposit protection scheme, functioning under the aegis of the French Banks Association, is considerably more generous than other European reimbursement schemes. The UK scheme, for example, repays only three quarters of deposits up to a maximum of £10,000, while the Dutch scheme limits repayment to fl 30,000.

Storting reviews Statoil loans

By Karen Fosell in Oslo

STATOIL, Norway's troubled state oil company, is expected today to be granted its request to have about Nkr2bn (\$266m) to Nkr3bn in state loans converted into equity.

The company's future organisation, including possible semi-privatisation, is being discussed today by the Storting (Norway's parliament) which will debate a proposal by Mr Arne Olen, Norway's oil minister, that state loans be converted into equity.

Statoil has set a target of maintaining an equity ratio of at least 25 per cent, more in line with other major international oil

companies. However, after Nkr5bn in write-offs on a Nkr12bn refinery project whose budget was exceeded by between Nkr6bn and Nkr7bn, and lower world crude oil prices in recent years, its equity ratio last year plunged to 12 per cent and sunk further this year to 10 per cent.

Earlier this month Statoil announced that it had bounced back into profits of Nkr440m for 1988 after posting a deficit of Nkr1.54bn the previous year.

The company also forecast that profits in 1989 could reach Nkr1.8bn, allowing a dividend to be paid to the state after a two-

year interval. However, in August, Statoil requested that its dividend payment to the state be lowered to 15 per cent of the group's annual net income as long as its equity ratio remains under 25 per cent.

This will also be discussed today and is expected to be approved by the Storting.

It is also widely expected that a Nkr2bn petrochemical project will also be approved. Statoil and Hilmont, the US-based petrochemical company, are proposing to build a polypropylene production plant in Belgium which is to come on stream in 1991.

Rover hits best profit in 10 years

By John Griffiths in London

ROVER Group, the UK automotive company sold in August for £160m (\$258m) to British Aerospace, last year made its highest profit (before tax and interest) since 1978, BAe announced yesterday.

Rover's £26.7m profit for 1988 compares with £19.7m achieved in 1987 - Rover's last full year under state ownership.

A four-month contribution of £26m from Rover was listed in BAe's preliminary results yesterday. These showed a rise in group pre-tax profits from £161m in 1987 to £236m last year.

No net figure is given for Rover, but it is understood to have been profitable at all levels. However, its results include a contribution from truck maker DAF, in which Rover Group has a 49 per cent stake and which reported profits of just under £4m last year.

Rover's 1988 profit was earned on total sales revenue up 6 per cent to £2.22bn.

However, it is unlikely to sustain such a performance this year.

In the UK new car market, which Rover is heavily depen-

dent on, its market share has fallen in the first two months of this year by nearly two percentage points to less than 14 per cent.

Rover will be hard-pushed to prevent a further decline, since Ford launches a new Fiesta range next month and new models are due from other rival manufacturers.

The Rover 400 models, code-named BE, which replace the Rover 200 and Maestro are due to be launched late this year - too late to have much effect on the 1989 results.

Rover also benefited last year from a far larger UK new car market than expected - a record 2.2m units, which allowed Rover's UK unit sales to rise by 10 per cent to 333,000.

Although the market has continued to increase in the first two months of this year, much of the industry expects a second-half weakening, dropping the year's sales total to slightly over 2m.

The export picture is little brighter. Last year's export revenue of £206m compares with more than £1bn the previous year.

Rover is fighting to reverse a slump in sales of its Sterling model in the US following the company's return to North American markets in 1987. The company acknowledged yesterday that the strength of sterling against major currencies is making export trading conditions "difficult".

Even so, last year's total sales, at £26,000 units, were the highest since 1979. The group is also benefiting from a "richer" model mix. In particular, higher-value Rover 800 and Range Rover models took a larger share of total sales.

Overall production rose by 2 per cent to 630,000 units, the highest for three years.

Even if conditions are difficult this year, Rover Group, and thus BAe, will receive a sizeable financial boost in two months' time when 60 per cent of DAF is floated on the London and Amsterdam stock exchanges. The float is expected to give DAF a capitalisation of £400m, thus valuing Rover's share at £160m - £10m more than BAe paid the Government for Rover in the first place.

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CHARTER GROUP
VISION AND INTEGRITY

INTERNATIONAL COMPANIES AND FINANCE

Hypobank partial profits decline

By Haig Simonian in Munich

GROUP partial operating profits at Bayerische Hypothek- und Wechsel-Bank (Hypobank), West Germany's sixth biggest bank, fell by 8.8 per cent to DM984m (\$590m) in 1988 from DM1,081m in 1987. The dividend will remain unchanged at DM12.50 a share.

Full operating profits at Hypobank, which starts off this year's German bank reporting season, were up on those for 1987, said Mr Eberhard Martini, chief executive, although he did not disclose the precise figure, which includes trading on the bank's own account.

However, Mr Martini said

full operating profits at parent bank level had now "exceeded DM300m" for the fourth year running, while the contribution from own account trading had jumped to "over DM100m" in 1988 from DM40m-50m the previous year.

Group interest income rose by 1.6 per cent to DM2,177m in 1988, while commission-based income increased by almost 6 per cent to DM355m. Group total assets went up by 7 per cent to DM136.2bn.

The fall in partial operating profits, which came despite the rise in key income items, stemmed from a 10.7 per cent rise in costs last year to

DM1,548m at group level.

Mr Martini said the bank was coming to the end of a heavy investment phase, and the rate of increase in costs was already slowing down. Some of the bank's new developments were already paying off, with the arrangement to sell Allianz insurance policies in Bavaria likely to provide additional income in the order of "two digits" this year.

As part of its strategy to develop into broader financial services the bank has doubled its stake in the Heimstatt building finance group to 75 per cent. It has also taken an opening 25 per cent share in a

joint venture with Richard Ellis, the UK-based property group.

Group partial operating profits at Bayerische Vereinsbank, Germany's fifth largest bank, fell by 1.5 per cent to DM890.7m. However, the bank said group full operating profits, which are not disclosed, were higher than in 1987. The dividend will remain unchanged at DM13 an ordinary share.

Interest income at parent bank level rose by 1 per cent to DM1,458m. Fee earnings climbed 7.7 per cent to DM292m. Total assets were 8.7 per cent up at DM162.6bn.

Surge in earnings at Novo Industri

By Hilary Barnes in Copenhagen

NOVO INDUSTRI of Denmark yesterday announced a 30 per cent rise in 1988 pre-tax profits to DKr904m (\$125m), from DKr693m in 1987, after stabilising its position in the world market for insulin and strengthening its standing in the important US market for starch-splitting enzymes.

Meanwhile Nordisk Genstofte, Denmark's other insulin producer which is to merge with Novo as soon as formal shareholders' approval has been obtained in April, said its sales in the year ending March 31 would be up by 15 per cent and profits would be at last year's level of DKr144m.

Swift moves to integrate the pharmaceutical activities of the two companies, which rank second and third as world insulin suppliers, would be made as soon as the merger is approved, said Novo's preliminary profits statement.

Novo's net earnings rose 24 per cent to Nkr67m and earnings per share from DKr12.73 to DKr17.98. An unchanged 20 per cent dividend will be paid.

Novo's sales were up by 7 per cent last year to DKr5,268m. The budgets for the combined companies give sales in 1989 of about DKr6,328m and pre-tax profits of DKr975m.

Sales by Novo's pharmaceuticals division increased by 16 per cent to DKr3,538m and its share of the world insulin market stabilised at 31 per cent, but goals were not reached in the US and Japan, said the company. Sales of other pharmaceutical products increased by 30 per cent.

Sales by the bio-industrial group, which supplies enzymes for detergents and starch-splitting, rose 13 per cent to DKr1,628m, while sales by the Ferrosan group fell 44 per cent, reflecting divestments.

Growth of the core pharmaceuticals and enzymes business is expected to continue. But price increases for raw materials in 1988 will reduce profitability, said Novo.

Nordisk meanwhile said that its insulin sales in 1988 increased at double the rate of market growth.

Metsa-Serla buys MoDo tissue paper offshoot

By Sara Webb in Stockholm

METSA-SERLA, the Finnish forest products group, announced a SKr1.3bn (\$204m) agreed deal to buy Holmen Hygiene, a loss-making hygiene products and tissue paper business owned by MoDo, one of Sweden's leading forestry groups.

The deal will turn Metsa-Serla into the Nordic region's largest producer of tissue paper and hygiene products, and help it to counteract fluctuations in pulp prices.

MoDo said it preferred to concentrate its resources in the areas where it is among the market leaders, such as fine paper, newspaper and journal paper, pulp and paperboard.

Holmen Hygiene, which produces diapers and kitchen paper, has annual turnover of SKr2.4bn and incurred a loss of SKr100m in the first eight

months of last year, following a deficit of SKr17m for the whole of 1987.

The division has been tossed back and forth between different owners like a shuttlecock in recent years. It started out as Fiskeby, owned by the Swedish Co-op, but was sold in late 1986 to Holmen, the Swedish forest products group and at the time Europe's biggest newspaper producer.

In 1987, Holmen decided to expand its presence in the European tissue paper and hygiene products market by acquiring MoDo Konsumentprodukt, MoDo's consumer products division, for around SKr550m.

But when MoDo decided to create a large diversified forestry group a year ago by acquiring Iggesund, its pulp and board producing affiliate,

and Holmen in a deal worth SKr6.1bn, it found itself repossessing the hygiene products and tissue paper business and immediately set about looking for a prospective buyer.

Restructuring costs as a result of the merger contributed to the unit's losses last year, as did tough competition and high pulp prices. One analyst pointed out that morale was low at the division for almost a year during which workers knew it was up for sale. MoDo had hoped to sell the division for as much as SKr2.5bn.

As a result of the deal Metsa-Serla will acquire an additional capacity of 230,000 tonnes of tissue paper and hygiene products per year and increase its annual turnover to about \$2.2bn.

Alfa-Laval increases dividend

By Sara Webb in Stockholm

ALFA-LAVAL, the Swedish dairy equipment and process engineering group, reported a 31 per cent increase in profits after financial items to SKr1,058m (\$165m) in 1988, helped by acquisitions and restructuring.

The board proposed raising the dividend from SKr13 to SKr15.5 a share and forecast a further improvement in profits for 1989. It also proposed a four-for-one share split.

Group invoiced sales climbed 10 per cent to SKr12.4bn while orders received increased by 13 per cent to SKr13.55bn in 1988.

Order bookings are up 26 per cent in the first two months of 1989 compared with the same period last year, and the company said it expects invoiced sales to increase by 15 per cent this year, accompanied by "a continued improvement" in profit.

The industrial equipment division showed an increase in sales volumes, particularly in the separation and thermal equipment business areas. Operating profit rose 46 per cent to SKr547m and Alfa-Laval noted strong increases in profits on the separation, thermal and automation side.

Operating profit at the food equipment division trebled to SKr24m, due to cost-cutting measures and contributions from companies acquired back in 1986 and 1987.

Labinal links with Turbomeca

By Paul Betts in Paris

LABINAL, the French aerospace and car components manufacturer, and Turbomeca, the helicopter engine maker, are to merge in the latest example of restructuring and concentration in the French aerospace industry.

The merger will create a group with annual sales of about FF77bn (\$1.1bn) employing 15,000 people. It follows the merger last month of the flight electronic activities of Thomson-CSF, the state-controlled defence electronics company, and Aerospatiale, the state owned aerospace group.

However, the proposed

Labinal-Turbomeca merger is also designed to reinforce the company's French shareholding structure and dilute Fiat's 14 per cent stake in Labinal.

The French authorities expressed concern last summer when the Italian group acquired its stake for about FF40bn because of Labinal's defence-related activities. Moreover, Labinal already owned at the time a large stake in Turbomeca, which manufactures helicopter engines for Aerospatiale.

Although Fiat claimed it had no hostile intentions towards Labinal, the French authorities

have been anxious to reinforce French control of the company. The merger is now expected to dilute Fiat's 14 per cent stake to about 13 per cent.

The merger will involve cross shareholdings giving Labinal 98 per cent control of Turbomeca. At the same time, Labinal will be 45 per cent owned by a new holding company grouping the Scydlowski family, which controls Turbomeca, and friendly institutional shareholders such as Sociétés Générale, the French bank, Axa, Caisse des Dépôts, Crédit Agricole, Crédit National, as well as Aerospatiale.

UBF in Sampo shares move

By Olli Virtanen in Helsinki

UNION BANK of Finland, the country's biggest bank, yesterday announced a package of interrelated share transactions which have established a new major shareholder in the bank and set the first step in a regrouping of Finland's insurance sector.

In a manoeuvre said to be the largest securities deal in Finnish history, UBF and four insurance companies in its sphere of interest have bought 25 per cent of the shares in Sampo, Finland's second largest insurance company, for FM1,25bn (\$305m).

The shares were bought through Finansialitos, a holding company, from Axion Group General Partnership, a Finnish

secretive investment company that recently became Sampo's largest shareholder. Finansialitos, paid FM560 apiece for the 2.5m Sampo A shares, a premium of FM80 on the price paid by Axion Group a month ago and FM86 on Tuesday's closing price.

At the same time Finansialitos bought 25m UBF A shares, equaling 12 per cent of the votes, for FM1,56m from Kouri Capital, the investment company. The price of FM56 a share compares with the latest closing price for UBF shares of FM43.

The deals end speculation about the holders of the two lots of shares. Axion and Mr Peter Fryckman, a Finnish

investor who was said to have bought over 10 per cent of UBF A shares, turned out to be acting for Kouri, which is controlled by Mr Pentti Kouri, one of Finland's leading, and most secretive, investors.

The purchase of the Sampo and the UBF shares, says Mr Rjoan Wahlroos, executive vice president of UBF, gives Finansialitos a range of possibilities to develop Finland's financial services sector including banking and insurance.

Finansialitos and its owners, the insurance companies Elaka-Varma, Yrittäjien Vakuutus and Teollisuusvakuutus, as well as UBF and its associate Foud, now own about 50 per cent of Sampo.

UBF in Sampo shares move

Crown Communications to buy stake in French radio

By Raymond Snoddy

CROWN COMMUNICATIONS, the broadcasting group with interests in more than a dozen UK commercial radio stations, is expected to announce today it has bought a substantial stake in RFM - the French commercial radio network.

It is the first time that a British commercial radio company has moved into the French market on such a scale.

RFM is a network of 50 stations, 28 of which are wholly owned subsidiaries and the rest affiliates.

Altogether the stations, which specialise in the 25 to 39-year-old "adult contemporary" music market, are able to reach 50 per cent of the French population.

Crown, a company capital-

Degussa posts sharp advance in year results

By Our Financial Staff

DEGUSSA, the West German metals and chemicals concern, yesterday reported a 21 per cent rise in group net profit for the year ended September 30, from DM120.6m (\$64.8m) to DM146m.

As previously reported, sales rose DM11.7bn to DM13.6bn, and parent company net profit jumped from DM99.8m to DM101.7m. The dividend for last year will be raised to DM10.50 from DM10.

The company said profits and sales continued to develop positively in the first five months of the year ending September 30. Mr Gert Becker, managing board director, said that group sales rose 7 per cent to DM5,65bn in the first five months from DM5,28bn in the year-earlier period, despite lower precious metals prices.

Excluding precious metals, sales rose 9 per cent, he said. Parent and group profits were boosted by good results in chemicals and dental supply.


He said growth in earnings was likely to flatten this year as prices rose. "None the less, in all probability 1989-90 will be another good year."

Honda in Italian deal

By Sara Webb in Milan

HONDA MOTOR of Japan is to make its first outright overseas acquisition by raising to full control its 51 per cent stake in Ciap, an Italian maker of motorcycle parts, writes Alan Friedman in Milan.

The purchase price was not disclosed, although the original holding, acquired last July, was reportedly valued at about 1.25bn (\$2.1m). Ciap had 1.5bn turnover last year and employs 60 in Bologna.



Mandarin Oriental 1988 Results

MANDARIN ORIENTAL
THE HOTEL GROUP

- Profit +42.5%
- Earnings per share +33.6%
- Record earnings in first full year as public company.
- Each hotel significantly exceeded 1987 performance.
- The Oriental, Bangkok listed in Thailand.

	1988 RESULTS		
	Full Year Ended 31st December		
	1988 HK\$m	1987 HK\$m	1988 US\$m
Turnover	917.2	753.3	117.5
Profit before taxation	421.5	308.0	54.0
- Hong Kong	(44.7)	(42.6)	(5.7)
- Overseas	(27.8)	(20.6)	(3.5)
Profit after taxation	349.0	244.8	44.8
Profit after tax and minority interest	348.6	244.6	44.6
Extraordinary item	48.2	-	6.2
Profit attributable to shareholders	396.8	244.6	50.8
Dividends	229.4	83.9	29.4
Earnings per share	53.34	39.94	6.84
Dividend per share	-	-	-
- Interim	8.04	-	1.04
- Final	26.04	14.04	3.34
Net asset value per share	47.62	45.63	97.74

"We are encouraged at the outlook for tourism and business travel in the Asia-Pacific region and particularly for the grand luxe hotel market sector. Your Board anticipates further earnings growth for Mandarin Oriental in 1989."

SIMON KESWICK, Chairman
Hong Kong, 15th March 1989

The Register of Members will be closed from 29th May to 5th June 1989 inclusive, to identify those shareholders entitled to the proposed final dividend of 26 cents, which will, subject to approval at the Annual General Meeting to be held on 5th June 1989, be payable on 12th June 1989.


Mandarin Oriental International Limited
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251 Gloucester Road, Causeway Bay, Hong Kong

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Approximately 72% of the outstanding Common Shares of



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The undersigned initiated this transaction, assisted in the negotiations and acted as financial advisor to Kosmos A.S.

February, 1989

CHEMICAL BANK

INVESTMENT BANKING

INTERNATIONAL COMPANIES AND FINANCE

Bond Corporation accounts examined

By Bruce Jacques in Sydney

PRESSURE mounted yesterday on Mr Alan Bond, the Perth-based media entrepreneur, when the National Companies and Securities Commission revealed that it has been examining the 1988 accounts of his Bond Corporation Holdings virtually since their release in October last year.

Mr Ray Schoer, the commission's executive director, said the commission had requested information from the company on "certain aspects" of its accounts, but no reply had yet been received.

Mr Schoer said that normally he would not have revealed the commission's interest, but that his hand had been forced by allegations about Bond's accounts that were made in an Australian Broadcasting Corporation television programme screened on Monday night.

The programme prompted the Perth Stock Exchange to investigate the company's accounts, but last night the exchange said that Bond Corporation had been given the all-clear.

The ABC programme was the latest in a series of criticisms of Mr Bond's business conduct.

Mr Peter Beckwith, Bond Corporation managing director, said the television programme contained the "unfair

and often untrue Bond-bashing, led principally by Lourho."

Mr Beckwith described as "absolutely untrue" assertions that most of Bond Corporation's profits are earned by companies registered in the Cook Islands tax haven.

"Certainly in the year examined, significant profits accruing from share transactions were earned by Cook Islands registered companies," he said.

"However, the ABC took contribution figures before any apportionment of the group's interest or overhead expenses and sought to represent that figure as a proportion of net profit, a mistake too elementary to be made by any commentator seeking to faithfully report the facts."

On the other main ABC allegation, concerning the sale of the Sydney Hilton Hotel, Mr Beckwith revealed that it had been sold to a Singapore investor, Mr B.S. Ong, who controls a worldwide hotel portfolio including the Singapore, New York and Montreal Hiltons and the Inn on the Park in London.

"This sale was booked fully in accordance with accounting standards," he said. "The identity of the purchaser has been known to senior management of Hilton for some time. The ABC assertions to the contrary were totally unwarranted."

Fletcher Challenge hits record

By Dal Hayward in Wellington

FLETCHER CHALLENGE, the New Zealand forestry, paper and industrial group, yesterday reported interim net profits of NZ\$215.5m (US\$193.7m), up from NZ\$206.6m.

The record result was achieved despite a big drop in investment earnings to NZ\$24.7m from NZ\$125.5m for the six months to December last year.

Mr Hugh Fletcher, chief executive, said that the current year had been one of consolidation and that the results reflected the success of the group's diversification and

flexibility, both in its products and markets.

Analysts believe that Fletcher, New Zealand's largest company, has been conservative in arriving at the half-year result, as it is confident that its profits will exceed NZ\$250m for the full year.

Of the interim earnings, 89 per cent was derived from outside New Zealand, reflecting strong international demand and prices for pulp and paper.

The North American operations made a strong contribution. The group increased its holding in Fletcher Chal-

lenge Canada (FCC) - formerly British Columbia Forest Products - to 71 per cent from 48 per cent. Strong demand for craft paper and newsprint and increased production brought FCC record profits which boosted North American earnings to NZ\$160.5m from NZ\$115.4m.

The other main contributor was Petrocorp, the New Zealand energy group acquired from the Government in March 1988. Petrocorp produced most of the NZ\$86.2m earned by Fletcher's energy division.

The group's assets increased

dramatically - to NZ\$1.3bn by December from NZ\$1.6bn last June and NZ\$2.4bn a year earlier.

Mr Fletcher said that half the increase over the past six months was due to exchange rates and half to acquisitions.

As part of its consolidation the group shed non-core investments including its glass, plastic and fertiliser businesses and its financial operations. The disposals freed NZ\$200m for investment, forming part of the NZ\$700m capital expenditure on existing facilities to improve production.

Companies join forces to bid for NZ Steel

By Dal Hayward

A BID for NZ Steel, one of the main assets of the failed Equitcorp group, is being made by Fletcher Challenge with other partners, at least one of which is believed to be from outside New Zealand.

Mr Hugh Fletcher, chief executive, said yesterday that his company was keen to buy NZ Steel but only if the price was right. Tenders close on March 30.

Fletcher Challenge's valuation would be based on lower world prices for steel than apply today, he added.

The bid would also be below the price Equitcorp paid when it purchased NZ Steel from the Government, although Mr Fletcher said: "We don't see how anyone could pay more than us, but anything is possible."

If successful, Fletcher would

manage the steel operations, merging these with its existing Pacific Steel subsidiary. Pacific Steel's production is based on scrap metal.

Equitcorp bought NZ Steel before the October 1987 stock market crash, paying NZ\$327m (US\$200.7m) for the state's then 89 per cent holding.

Fletcher Challenge, which had previously sought to take

over the steelmaker, has Commerce Commission approval to buy full control if it wishes, and Mr Fletcher said that the company could take a stake of anything from 50 per cent upwards.

He believes Fletcher Challenge is "the natural owner" of NZ Steel.

It and BHP of Australia are the two largest customers of the steel company.

Mandarin Oriental jumps to HK\$348m net for year

By Michael Murray in Hong Kong

MANDARIN ORIENTAL, the Hong Kong-listed luxury hotel group, yesterday reported a 42.5 per cent jump in 1988 net profits to HK\$348.6m (US\$44.7m).

Extraordinary profits of HK\$48.2m from an international placement of shares in the Oriental Bangkok increased attributable profits to HK\$306.8m, while turnover rose to HK\$917.2m from HK\$788.3m.

Mr Peter Tyrice, the outgoing managing director who leaves the company in June, said high occupancy levels in Hong Kong had boosted the group performance, as had the strategy of attracting more individual travellers rather than group business. "We changed our market mix, and it paid off," he said.

Contributions from overseas accounted for 25 per cent of group profits, up from 20 per cent in 1987, with San Francisco performing well and an improvement in Singapore.

The Oriental Bangkok, in which the group has a 46 per cent stake, recently announced record profits of HK\$88.6m in 1988, its first year as a listed company.

The group should reap the benefits in 1989 of big refurbishments now completed in several hotels.

A number of senior group executives have resigned recently. Mr Colin Wearmouth, finance director, will also leave by August.

Mr Robert Riley, who came in last August as joint managing director of Mandarin Oriental Hotels, the operating company, said yesterday he did not think the management turnover would hurt the company's performance.

A final dividend of 26 cents per share has been declared, bringing the total for the year to 34 cents. Mandarin Oriental was listed in June 1987, after demerging from Hongkong Land, the territory's leading property group.

Coles Myer leaps 38% to A\$243m halfway

By Bruce Jacques

COLES MYER, Australia's biggest retail store operator, has changed its expansion strategy following a 38 per cent boost in net profits for the half-year to December to A\$243.3m (US\$197.3m).

Mr Brian Quinn, the chairman, said yesterday that the result reflected internal efficiencies in a generally sluggish domestic retail market, but the company had "gone cool" on its often-stated intention to acquire a large overseas retailer.

"There are plenty of opportunities for capital spending and large expansion in our Australian operation," he said. "For the time being, our sights are set firmly on developing our

businesses here and in New Zealand."

Mr Quinn described the company's New World supermarket chain as its "sleeping giant," which needed large capital investment - as did the recently acquired New Zealand-based Progressive Enterprises group.

The profit was earned on a turnover up 16 per cent to A\$7.36bn, and the company has raised the interim dividend, fully franked for tax purposes, to 12.5 cents a share from 12 cents.

The dividend will be paid on capital increased by last year's one-for-eight bonus issue, lifting the payout by more than 17 per cent.

Notice to holders of
Sumitomo Metal Industries, Ltd.
(the "Company")

U.S. \$500,000,000
4% Bonds due 1992 with Warrants
(the "Warrants due 1992")
and
U.S. \$500,000,000
4% Bonds due 1993 with Warrants
(the "Warrants due 1993")

On 9th March, 1989 the Board of Directors of the Company resolved to make a free distribution of new shares. Pursuant to Clause 3 of the Instruments dated 14th September, 1988 and 17th February, 1989, the subscription prices will be adjusted as follows:

- The free distribution of shares will be made to shareholders of record as of 31st March, 1989, Tokyo time, at a rate of 0.02 new shares for each share held.
- The subscription price of the Warrants due 1992 will be adjusted from Yen 614.00 to Yen 602.00 per share of common stock.
- The subscription price of the Warrants due 1993 will be adjusted from Yen 789.00 to Yen 753.90 per share of common stock.
- These adjustments will be effective from 1st April, 1989, Tokyo time.

Sumitomo Metal Industries, Ltd.
By: The Sumitomo Trust and Banking Co., Ltd.
Dated: 15th March, 1989

U.S. \$125,000,000

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Jun. 17/89 1807-8 | Jun. 21/89 2185-5 | Jun. 24/89 2359-114
Prices taken at 5pm and change is from previous close at 9pm

Helaba Finance B.V.
Amsterdam

US\$100,000,000
Guaranteed Floating Rate Notes
Due 1996

(Pursuant to the Terms and Conditions, Helaba Finance B.V. as principal debtor of the Notes as per 1st December 1988)

(Coupon No. 6)

In accordance with Note conditions, notice is hereby given that for the interest period 16th March, 1989 to 18th September, 1989 (186 days), an interest rate of 10 1/2% per cent, per annum, will apply.

Amount per coupon (No. 6) = **US\$2,712.50**
Payable on the 18th September 1989

Reference/Agent Bank
LTCB
THE LONG-TERM CREDIT BANK OF JAPAN, LTD.
London Branch

NOTICE TO THE BONDHOLDERS OF THE TOKAI BANK, LIMITED (THE "BANK")
US\$ 100,000,000
2 1/2% CONVERTIBLE BONDS DUE 2001 (THE "BONDS")

Pursuant to the Terms and Conditions of the above mentioned Bonds (the "Conditions"), a notice is hereby given of an adjustment of the conversion price to be made as a result of a free distribution of shares of the Common Stock of the Bank as follows:

- On 1st February, 1989, the Board of Directors of the Bank resolved to make a free distribution of shares of the Common Stock of the Bank to be made on 15th March, 1989, to the holders of record as of 31st March, 1989, Tokyo Time, at the rate of 0.02 new shares for each one share so recorded.
- Accordingly, the Conversion Price of the Bonds will be adjusted pursuant to Condition 5(c) of the Bonds effective as from 1st April, 1989, to be: **Yen 1,813.4**
Conversion price before adjustment: **Yen 1,813.4**
Conversion price after adjustment: **Yen 1,813.4**
The Tokai Bank, Limited
21-21 Nishida 3-chome,
Nishi-ku, Nagoya
Japan.
16th March, 1989

INSURANCE & FINANCIAL SERVICES

The Financial Times proposes to publish this survey on:

14th April 1989

For a full editorial synopsis and advertisement details, please contact:

David Reed
on 01-248 8000 ext 3461

or write to him at:

Brookman House
10 Cannon Street
London
EC4P 4BY

FINANCIAL TIMES
LONDON & BIRMINGHAM

NOTICE OF ADJUSTED CONVERSION PRICE

To All Holders of 2 1/2% Convertible Subordinated Debentures due 2002 of

ALZA Corporation
(the "Company")

Pursuant to Section 1306 of the Indenture of ALZA Corporation to Bankers Trust Company dated 6th March 1988, relating to the Company's 2 1/2% Convertible Subordinated Debentures due 2002 (the "Debentures"), the Company hereby gives notice that the Conversion Price of the Debentures under the Indenture has been adjusted in accordance with Section 1306 of the Indenture to account for the issuance of rights to the holders of the common stock of the Company to stockholders of record November 15, 1988, and that, effective November 15, 1988, the Conversion Price under the Indenture shall be \$4.60.

ALZA Corporation
Dated: March 16, 1989

January 1989

FRAMATOME

has acquired the majority ownership of

SOURIAU et Cie

R.N. CLIVE WORMS & Cie
and BANQUE DEMACHY & ASSOCIES
have initiated and arranged this operation
for FRAMATOME

We are pleased to announce
the election of

GERTRUDE G. MICHELSON

as a member of our
Boards of Directors

PPG INDUSTRIES
Leading the World in Coatings Technology

PPG is a \$5.6 billion global producer of coatings, flat glass, fiber glass, chemicals and medical electronics. Our coatings business alone recorded 1988 sales of \$1.9 billion.

AUTOMOTIVE OEM AND REFINISH PRODUCTS - A coatings manufacturer with the ability to supply a full range of every type of coating required on a car's body: metal pretreatments, primers, topcoats, adhesives, sealants and refinish products. Two out of every three automobiles manufactured in the free world use one or more coatings based on PPG technology.

ARCHITECTURAL AND INDUSTRIAL COATINGS - A leader in factory-applied coatings for a wide range of applications including agricultural implements, aluminum extrusions, appliances, steel and aluminum coil, containers, office furniture, wood furniture, mirror backing, sash and millwork.

TRADE, MAINTENANCE AND HEAVY-DUTY COATINGS - Trade products for interior and exterior residential, commercial and industrial facilities; corrosion, chemical, fire-resistant coatings for heavy duty maintenance applications.

PRINTING INKS - Flexographic and gravure inks for packaging and lithographic inks for commercial printing.

RESEARCH AND DEVELOPMENT - Technological leader in polymer chemistry, eight R&D facilities in the U.S. and Europe; innovative technologies including electrodeposition primers, high solids, water-borne, powder and environmentally safe coatings.

PPG INDUSTRIES (U.K.) Ltd.
Birmingham

PPG INDUSTRIES (FRANCE) S.A.
La Courneuve
Sautain
Valenciennes

INDUSTRIES VERNICE ITALIANE S.p.A.
Caivano
Milan
Quattordio

PPG IBERICA, S.A.
Barcelona
Valencia
Valladolid

PPG INDUSTRIES (DEUTSCHLAND) GmbH
Wuppertal

PPG PPG INDUSTRIES, INC.
One PPG Place,
Pittsburgh, PA 15272
412-434-3131

Christiania Bank og Kreditkasse
(Incorporated in the Kingdom of Norway with limited liability)

U.S. \$100,000,000
Bull Floating Rate Notes Due 1991

Notice is hereby given that the Rate of Interest has been fixed at 6.45119% and that the interest payable on the relevant Interest Payment Date September 15, 1989 against Coupon No. 7 in respect of U.S. \$100,000 nominal of the Notes will be U.S. \$333.31 and in respect of U.S. \$200,000 nominal of the notes will be U.S. \$666.62.

March 16, 1989, London
By Citibank, N.A. (CSI Dept.), Agent Bank **CITIBANK**

Christiania Bank og Kreditkasse
(Incorporated in the Kingdom of Norway with limited liability)

U.S. \$100,000,000
Floating Rate Notes Due 1989

Notice is hereby given that the Rate of Interest has been fixed at 13.5625% and that the interest payable on the relevant Interest Payment Date September 18, 1989 against Coupon No. 6 in respect of U.S. \$100,000 nominal of the Notes will be U.S. \$700.73 and in respect of U.S. \$200,000 nominal of the Notes will be U.S. \$1,401.46.

March 16, 1989, London
By Citibank, N.A. (CSI Dept.), Agent Bank **CITIBANK**

Notice to Noteholders

Prospect International
High Income Portfolio N.V.

Up to **U.S. \$87,500,000**
Senior Floating Rate
Notes due 1998
(of which U.S. \$30,000 is being issued as the initial tranche).

Notice is hereby given that the Interest Rate for the period from 14th March, 1989 to 14th April, 1989 is 10.3625%. The Floating Rate Note Interest Amount payable on 14th April, 1989 is U.S. \$8.92 per U.S. \$1,000.

Bankers Trust Company, London Agent Bank

A PART OF THE 1988 CITICORP SUCCESS STORY IN EMERGING MARKETS:

**SIEMENS AKTIENGESELLSCHAFT/
SIEMENS BETEILIGUNGEN A.G.**
successfully completed onlending capitalizations in Argentina for
Siemens SAICFI y de M/Equitel S.A.
U.S. \$8,400,000

September 1988

The undersigned acted as financial advisor to Siemens SAICFI y de M/Equitel S.A. and arranged for the capitalization of onlending loans pursuant to communication "A 1988".

**Grupo Cydsa
(Mexico)**
and its subsidiaries
U.S. \$422,000,000
Recapitalization through debt redemption

April 1988

The undersigned structured and managed this transaction.

Lion & Co. AG Kreuzlingen, Schweiz
successfully completed a debt conversion transaction in Yugoslavia
U.S. \$33,500,000

December 1988

The undersigned structured and managed this transaction.

Weston Corporation
Debt for equity swap in the Philippines for
Weston Corporation of Philippines
U.S. \$3,360,000

March 1988

The undersigned arranged and executed this transaction.

NV BEKAERT S.A.
Debt for equity swap in Brazil for
**BEMAF - BELGO - MINEIRA BEKAERT
ARAMES FINOS S.A.**
U.S. \$3,800,000

June 1988

The undersigned arranged and executed this transaction.

CIBA GEIGY SAIC Y F
successfully completed onlending capitalization in Argentina amounting
U.S. \$4,200,000

September 1988

The undersigned acted as financial advisor to CIBA GEIGY SAIC Y F and arranged for the capitalization of onlending loans pursuant to communication "A 1988".

**GRUPO COPAMEX
(Mexico)**
and its subsidiaries
U.S. \$10,000,000
Recapitalization through Debt redemption

February 1988

The undersigned structured and managed this transaction.

Westfield Minerals Ltd.
Debt for equity swap in Chile for
Westfield Minera de Chile Ltda.
U.S. \$5,900,000

March 1988

The undersigned arranged and executed this transaction.

Eastman Kodak Company
Debt for equity conversion transaction in Brazil for
Kodak Brasileira Comercio e Industria Limitada
U.S. \$20,000,000

September 1988

The undersigned arranged and executed this transaction.

Echlin Inc.
Debt for equity swap in Brazil for
Echlin do Brasil S.A.
U.S. \$10,200,000

September 1988

The undersigned arranged and executed this transaction.

Jim Walter Resources, Inc.
successfully completed the discounting of short term receivables issued by
SOMISA
U.S. \$15,000,000

May 1988

The undersigned acted as financial advisor to Jim Walter Resources, Inc. and arranged medium term loans for use for the FMS and FWT TRADE CREDIT AND DEPOSIT FACILITIES.

Claremont Ltd.
Debt for equity swap in Brazil for
Zahran Group (Brazil)
U.S. \$7,900,000

November 1988

The undersigned arranged and executed this transaction.

Avin International Corporation
successfully completed a debt conversion and refinancing transaction in Yugoslavia
U.S. \$95,600,000
Brodosplit Shipbuilding Industry "SPLIT", Yugoslavia

September 1988

The undersigned structured and managed this transaction.

**A subsidiary of
Corning Glass Works**
Debt for equity conversion transaction in Brazil for
Corning do Brasil-Vidros Especiais, Ltda.
U.S. \$15,000,000

September 1988

The undersigned arranged and executed this transaction.

RJR Nabisco, Inc.
Debt conversion transaction in Brazil for
R.J. Reynolds Tobacos do Brasil Ltd.
U.S. \$21,052,628

July 1988

The undersigned arranged and executed this transaction.

The above listed transactions were conducted by the following: Citibank N.A. or Inarco International Bank NV.

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Handwritten signature or stamp at the bottom center of the page.

GLOBAL NETWORK. COUNTRY EXPERTISE. MARKET CLOUT.

Citicorp Banking Corporation
Debt for equity swap in Chile for
Forestal Industrial Santa Fe
U.S. \$24,000,000

March 1988
The undersigned acted as financial advisor to Citicorp Banking Corporation.

Fundación Chile
has sold its subsidiary
Salmones Antártica S.A.
through an international offering to
Nippon Suisan Kaisha, Ltd.

December 1988
The undersigned acted as financial advisor to Fundación Chile and as manager of the offering.

Citicorp International Holdings Inc.
has acquired a 15.0% equity interest in
Fomento Economico Mexicano S.A. de CV
a subsidiary of
Valores Industriales, S.A.

December 1988
The undersigned acted as financial advisor to Citicorp International Holdings Inc.

Ajinomoto Co., Inc.
Debt for equity swap in Brazil for
Ajinomoto Interamericana Ind. Com. Ltda.
U.S. \$6,850,000

March 1988
The undersigned advised, managed and structured this transaction.

Beleggingsmaatschappij Billiton B.V. (Netherlands)
Debt for equity swap in Chile for
Cia. Minera Shell Ltda.
(and related companies)
U.S. \$8,200,000

February 1988
The undersigned arranged and executed this transaction.

Hilltop Holdings (P) Ltd., Shradha Finance (P) Ltd., and Canal Investments & Industrie (P) Ltd.
have acquired the Indian company
Spencers

January 1989
The undersigned structured and managed this transaction.

Scott Paper Company de Costa Rica, S.A.
successfully completed the purchase of
Corporacion Nacional de Inversiones [CONADI—Honduras]
debt amounting to
U.S. \$1,000,000

October 1988
The undersigned advised, managed and structured this transaction.

AGA A.B.
and its Brazilian subsidiary
AGA S.A.
U.S. \$10,000,000
three year cruzado financing has been arranged for them

April 1988
The undersigned advised, managed and structured this transaction.

Note Purchase Facility arranged by
Lockheed Finance Corporation
to finance exports to Venezuela from
Lockheed Corporation
U.S. \$26,880,000

October 1988
We organized, structured and executed this facility.

Kodak Argentina Ltd.
successfully completed onlending capitalization in Argentina for
Kodak Argentina SAIC
U.S. \$5,000,000

July 1988
The undersigned acted as financial advisor to Kodak Argentina SAIC and arranged for the capitalization of onlending loans pursuant to communication 7/1986.

IMPREGILO S.A. IRAMOC S.A. EMR CONST. SOLLAZZO HNOS
successfully completed onlending capitalization in Argentina for
IGLYS S.A.
U.S. \$5,000,000

November 1988
The undersigned acted as financial advisor to IGLYS S.A. and arranged for the capitalization of onlending loans pursuant to communication 7/1986.

Reliance Electric Co.
has sold its wholly-owned subsidiary
Toledo do Brasil Industria de Balancos Ltda.

December 1988
We acted as financial advisor to Reliance Electric Co.

ICI Plc
Debt for equity swap in Brazil for
ICI BAHIA S.A.
U.S. \$11,200,000

August 1988
The undersigned arranged and executed this transaction.

The Mennen Company
Debt for equity swap in Chile for
Mennen Interamericana Ltd./ Mennen de Chile Ltda.
U.S. \$2,500,000

December 1988
The undersigned arranged and executed this transaction.

Sanyo Electric Trading Co., Ltd.
Debt for equity swaps in Brazil for
Sanyo do Brasil and Sanyo da Amazonia S.A.
U.S. \$94,000,000

April 1988
The undersigned arranged and executed this transaction.



How will the Budget bite?

What's coming next?

A new boom to sweep you off your feet? A long slow climb? A boring plateau? Or even another downturn in 1990? And how will the Budget affect your investment strategy? It's a time of question marks all round.

Yet there's still a lot of money to be made.

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Order next week's special Budget issue from your newsagent. £1.20 - from Friday.

INVESTORS CHRONICLE



GRANVILLE SPONSORED SECURITIES

High	Low	Company	Price	Change	Gross div (%)	Yield	P/E
315	185	Am. Intl. Ind. Ordinary	325ad	0	10.5	3.5	8.5
310	184	Am. Intl. Ind. Cols	310	0	10.0	3.2	4.5
42	25	Ambridge and Rhodes	37	-1	-	-	-
57	29	BIB Design group (US\$)	31	0	2.1	6.6	4.9
175	150	Bank of America	163	0	2.7	1.7	27.9
117	100	Bank of America Group Co. Pref. (CS)	109	0	6.7	6.1	-
148	103	Bray Technologies	117	-1	5.2	4.4	7.9
114	100	Brenntag Corp. Pref.	107	0	11.9	10.3	-
300	246	CCZ Group Ordinary	290	+2	12.1	11.1	4.5
175	124	CCZ Group 11% Conv. Pref.	175ad	0	14.7	8.4	-
161	129	Carbo Pte (US)	161	0	6.1	3.8	14.0
113	100	Carbo Pte (US) Pref.	118	0	10.3	9.4	-
385	147	Carbo Pte (US) Pref.	385ad	0	12.0	11.1	8.5
122	60	Chs Group	122ad	0	3.3	2.4	13.6
140	87	Chs Group (US)	139	0	3.3	2.4	13.6
300	245	Chs Group (US) Pref.	300	0	7.5	7.5	3.8
119	40	Robert Joubert	109	0	8.0	2.0	37.3
430	324	Scruttons	410	0	7.7	2.8	13.3
280	194	Tony & Carls	275	0	10.7	39.9	10.7
280	190	Tony & Carls Corp. Pref.	197	0	10.7	39.9	10.7
105	56	Treasury Holdings (US\$)	104	0	2.7	2.6	11.2
113	108	Unilever Europe Corp. Pref.	110	0	8.0	7.3	8.4
385	354	Unilever Europe Corp. Pref.	385	0	22.8	27.4	8.4
370	303	W.S. Yates	340	0	14.2	4.8	48.4

Securities designated (SE) and (US\$) are dealt in subject to the rules and regulations of the Stock Exchange. Other securities listed above are dealt in subject to the rules of TSA.

These Securities are dealt in strictly on a matched bargain basis. Neither Granville & Co. Limited nor Granville Davies Limited are market makers in these securities.

Granville & Co. Ltd. 114 Leas Lane, London EC2R 8EP Telephone 01-621 1212 Member of TSA

NOTICE TO HOLDERS OF WARRANTS

TOKAI CORPORATION

U.S. \$50,000,000
4 1/4 per cent. Bonds due 1993 with Warrants

Pursuant to Clauses 3 and 4 of the Instrument, dated 27th July, 1988, the following actions shall be given:

- At the meeting of the Board of Directors of Tokai Corporation (the "Company") held on 17th February, 1989, a resolution was adopted for the issue of new shares by way of free distribution, the particulars of which are given below. Consequently, the Subscription Price of the captioned Warrants (the "Warrants") shall be adjusted, as specifically provided in paragraph 3 below.
- The free distribution of new shares will be made to shareholders of record as of 31st March, 1989, Tokyo time, at a rate of 0.03 shares for each one share held.
- The free distribution shall be made on 18th May, 1989, but the dividends for these new shares will accrue as from 1st April, 1989, Tokyo time.

Pursuant to Clause 3(b) of the instrument, the Subscription Price will be adjusted from Yen 1,024 to Yen 978.20 per share of the Common Stock of the Company effective as from 1st April, 1989, inclusive.

The Mitsui Trust and Banking Company, Limited, London Branch, as Principal Paying Agent on behalf of TOKAI CORPORATION

18th March, 1989

To the Holders of WARRANTS

To subscribe for shares of common stock of OKASAN SECURITIES CO., LTD.

(the "Company")

U.S. \$50,000,000

4 1/4% Guaranteed Notes Due 1993

NOTICE OF FREE DISTRIBUTION OF SHARES AND ADJUSTMENT OF SUBSCRIPTION PRICE

Pursuant to Clause 4 (A) of the Instrument dated June 30, 1988 under which the above described Warrants were issued, you are hereby notified that a free distribution of Shares of the Company at the rate of 0.03 share for each one share held will be made to shareholders of record as of March 31, 1989.

As a result of such distribution, the Subscription Price at which shares are issuable upon exercise of the Warrants will be adjusted pursuant to Condition 7 of the Terms and Conditions of the Warrants from 1,801.90 Japanese Yen to 1,749.40 Japanese Yen effective as of April 1, 1989 (Japan time).

THE INDUSTRIAL BANK OF JAPAN TRUST COMPANY on behalf of OKASAN SECURITIES CO., LTD.

Dated: March 16, 1989

Texaco puts further poor properties up for sale

By Roderick Oram in New York

TEXACO has doubled the number of poorly performing oil and gas properties it plans to sell, to bolster its exploration and production activities as part of a strategic shift to lower risk ventures.

Mr James Dunlap, president of Texaco USA, said yesterday that the company wants to sell 8,000 properties worth between \$300m and \$800m.

In its original bankruptcy reorganisation plan, Texaco identified 600 properties it wanted to sell but it increased the number to 1,400 last November. Last year it found buyers for 674 properties, bringing in \$199m.

Mr Dunlap said Texaco was going to focus on "low risk drilling ventures." For example, it will no longer drill in Gulf of Mexico water deeper than 3,000 ft if it is spending only its own money.

"We have made a major shift in strategy. We are now in the marketplace looking for a joint venture for 100 per cent of our wildcat activity," he said.

In recent years some 65 per cent of Texaco's drilling had been in high risk prospects, Mr Dunlap estimated.

By next year only 25 per cent will be, and that will involve partners.

The company, which emerged from bankruptcy last year with one of the poorest upstream records of the major oil companies, announced a shake-up of its US exploration and production operations last week. This will make line managers more responsible for profits.

Mr James Kinnear, Texaco's chief executive, last month said that he is trying to partially shift the company's focus upstream from refining and marketing to exploration and production.

The upstream business has been broken into 12 divisions grouped in two regions, one based in Denver and the other in New Orleans.

Each division will operate as a small self-contained unit. The new structure will replace 26 branch offices and several layers of management.

INTERNATIONAL COMPANIES AND FINANCE

Sea Containers opens its arms to Stena

Kevin Brown and Sara Webb on a group's upbeat reaction to a possible Swedish bid

Mr James Sherwood, president of the Bermuda-based Sea Containers corporation, was in ebullient mood yesterday in the face of a possible bid from Stena, the Swedish shipping and property group.

Far from dismissing Stena, Mr Sherwood congratulated the Swedish group on its astuteness in acquiring an 8.17 per cent shareholding, and said he was ready to talk about possible joint ventures as soon as possible.

The upbeat response was in line with Mr Sherwood's reputation as an unorthodox opportunist who rarely misses an opportunity to do the unexpected. However, there may be more solid strategic grounds for his sympathetic response.

Mr Sherwood spent yesterday at Sea Containers' operational headquarters in London putting the final touches to the group's 1988 figures, due to be announced later today.

He has been forecasting record net profits of around \$110m all year, and the betting yesterday was that he may not be far wrong. If so, the figures will underline the transformation in Sea Containers' fortunes which has taken place since 1986, when the group reported net losses of \$80m.

Even if an extraordinary profit of \$40m from the sale

and lease back of Sea Containers House in London is discounted, the figures will still reflect the renewed strength of both the group's main activities - container leasing and the Sealink ferry operation around the UK coast.

Mr Sherwood's response to the improvement has been to put together his own war-chest of around \$175m for investment in UK ports and harbours, and in the short-sea routes between the UK and the Continent, where he is convinced there is a good future for ferry operations.

Sealink has already bought several ships in the second-hand market to give its services a short-term boost, and is talking to shipyards about the possibility of ordering up to seven more ships.

Mr Sherwood has also placed orders for two high-speed catamarans for the Channel or Irish Sea services, and is seeking a stake in both the French and Dutch state-owned Channel ferry companies.

This expansion is intended to maximise Sealink's market share on the UK-Continent routes before the Channel tunnel opens in 1993.

But Mr Sherwood has had less success with the second element of his long-term strategy, which is to persuade other ferry companies to close ranks



James Sherwood ready to talk about joint ventures

against the tunnel to avoid hurting each other.

He has tried several times to interest Peninsular and Oriental Steam Navigation, the other major operator in the Channel, in the possibility of a fast, upmarket joint service. However, Stena retains 75 per cent of the voting shares.

The line specialises in the growing mini-cruises and conference markets. About 80 per cent of turnover comes from passenger ferries split between holiday travel (45 per cent) and business conferences (40 per cent).

The company says it has adopted the "service-first" mentality epitomised by another Swedish businessman, Jan Carlzon, chief executive and president of SAS, the Scandinavian Airlines.

"We look at the ferries as cruises, not transportation, and try to offer value-added service," Mr Olsson said. The group puts a lot of emphasis on pleasant surroundings and on-board entertainment, and devotes SKr5-10m a year on training its personnel to be more service-minded.

Stena was set up by Mr Olsson's father, Mr Sten Allen Olsson, who still owns 90 per cent of the shares in the company, while his son owns the rest. Apart from the 50 per cent share in Stena Line, the group has interests in the tanker business, property, buying and selling ro/ro ships and car passenger ferries, and the offshore business, where there have been long-term problems.

Stena Line reported profits (after financial items) of SKr182m (\$25.39m) on SKr2.18m turnover in 1988/87, increasing profits to SKr221m on turnover of SKr2.53m in 1987/88. The group reported profits (after financial items) of SKr200m in 1987/88 on SKr2.6m turnover, compared SKr150m profits a year earlier.

Overseas expansion helps Toys 'R' Us to set record

By Karen Zagor in New York

TOYS "R" US, the world's largest toy retailer, yesterday announced another record year, with earnings per share up 31 per cent.

Net profits for the fourth quarter to January 29 were \$196.6m or \$1.60 a share on revenue of \$1,590m from \$154.3m or \$1.19 on \$1.54bn sales a year earlier.

The growth in fourth quarter profits came despite weaker Christmas sales than some had expected.

For the full year, net earnings were \$260.0m or \$2.04 on revenue of \$2,090.9m, compared with \$203.9m or \$1.56 the previous year. Sales improved by 27.5 per cent to \$4,000m from \$3,140m a year earlier.

The group has been expand-

ing steadily in overseas markets and opened 15 stores worldwide during the year, in countries such as Canada, Malaysia, the UK and West Germany.

Mr Charles Lazarus, founder, chairman and chief executive, said: "1988 was another excellent year for Toys 'R' Us in terms of sales, earnings and market share expansion. We opened 46 toy stores in the US, and our comparable US toy store sales rose 6.2 per cent for the fourth quarter and 11.3 per cent for the year.

"We look forward to another record year in 1989. This year we plan to open 47 toy stores in the US, 20 toy stores internationally and 25 Kids "R" Us stores."

Tan increases offer for SSMC

By David Owen in Toronto

A FRESH salvo was fired in the battle for SSMC yesterday, when Inter-Pacific Acquisition announced that it was amending its offer for the Singer sewing-machine manufacturer.

Mr Vincent Tan, the Malaysian investor who heads Inter-Pacific, is now offering US\$37 per share for up to 4.9m units of SSMC common stock - about 76.7 per cent of the shares not already owned by Inter-Pacific and affiliates. Mr Tan already owns about 9.9 per cent of SSMC's stock.

Previously, Mr Tan had offered \$38 a share in cash for 50.1 per cent of the Connecticut-based company. The new bid is worth less than the earlier offer, with a total value of \$181.3m instead of \$211m.

Liberty Life climbs 40% and plans Sun Life talks

By Jim Jones in Johannesburg

LIBERTY LIFE, the South African insurance group, yesterday reported pre-tax profits up 40 per cent last year to R243.4m (\$95.9m) and said it hoped for talks concerning its Sun Life investment in the UK.

Through its TransAtlantic Insurance Holdings associate, Liberty Life controls 29.9 per cent of Sun Life, and last autumn fended off an attempt by the British group to exchange shares with Union des Assurances de Paris (UAP), which would have diluted the Liberty group's Sun Life holding to below 20 per cent.

Mr Donald Gordon, the chairman, said in Johannesburg yesterday the relationship

between Sun Life, TransAtlantic and UAP "had reverted to relative normality which will enable discussions to take place as to how best the interests of Sun Life could be advanced in an increasingly regulated and difficult market."

Liberty's investment income increased in 1988 to R1.03bn from R796m. Net premium income rose 2.5 per cent to R1.46bn as substantially fewer single-premium policies were sold.

The company was affected by a substantially higher tax rate, holding back growth in net earnings, which increased to R7.30 a share from R6.18. The year's dividend has been lifted to R5.30 from R4.40.

THE LARGEST BANK IN SPAIN



Presents a Spanish Cultural Week in London
March 13th - 17th 1989

Programme

SADLER'S WELLS THEATRE
Roseberry Avenue
March 13th - 17th:
Zarzuela Season by Amadeo Vives Company,
Directed by José Tamayo, with the presentation
of the show "New Anthology of the Zarzuela".

INSTITUTE OF SPAIN
102 Eaton Square
London SW1 N 9AN
Tuesday March 14th:
Colloquium on "Spain towards 1992: Between
Europe and the Americas".
Participants:
Lord Thomas of Swynnerton
José María de Areizaga, Conde de Motrico.
Luis Garrir.
Robert Graham.

THE NATIONAL GALLERY
Trafalgar Square London WC2

Friday March 17th:
Opening day of the exhibition "Spanish Art in the
late XVIII Century. Contemporaries of Goya".
All the above events are sponsored by
BANCO BILBAO VIZCAYA.



BANCO BILBAO VIZCAYA
100 Cannon St. London EC4M-EH.

Notice to the holders of

Cosmo Securities Co., Ltd.

Warrants to subscribe for shares of common stock of Cosmo Securities Co., Ltd. (the "Warrants") issued in conjunction with an issue of U.S. \$50,000,000 1 1/4 per cent Guaranteed Notes due 1992

Pursuant to Clause 4 of the Instrument dated 14th July, 1987 relating to the above-mentioned Warrants, notice is hereby given as follows:

- On 15th March, 1989, the Board of Directors of Cosmo Securities Co., Ltd. (the "Company") resolved to make an issue of new shares of common stock of the Company by way of free distribution to shareholders of record as of 31st March, 1989 (Japan time) at the rate of 0.03 new share per one share held.
- As a result of such issue, the Subscription Price relating to the Warrants will be adjusted in accordance with Clause 3 of the Instrument, effective as of 1st April, 1989, Japan time. The Subscription Price in effect prior to such adjustment is Yen 2,316.90 and the adjusted Subscription Price will be Yen 2,251.40.

Cosmo Securities Co., Ltd.

By: The Sumitomo Trust and Banking Co., Ltd. as Principal Paying Agent

Dated: 16th March, 1989

£135,000,000



LEEDS PERMANENT BUILDING SOCIETY

Leeds Permanent Building Society

Floating Rate Notes Due 1998

Interest Rate	13 3/16% per annum
Interest Period	14th March 1989 14th June 1989
Interest Amount due	14th June 1989 per
£10,000.00 Note	£332.40

Credit Suisse First Boston Limited
Agent Bank

Notice of Redemption

NORDISKA

INVESTERINGSBANKEN

(Nordic Investment Bank)

NIB

DKr 200,000,000

12 per cent. Notes due 1990

NOTICE IS HEREBY GIVEN THAT, pursuant to Condition 5(b) of the Notes, Nordiska Investeringsbanken (the "Bank") has decided to redeem on 17th April 1989 (the "Redemption Date") all of its outstanding 12 per cent Notes due 1990 (the "Notes") at 100.5 per cent. On and after the Redemption Date, interest on the Notes will cease to accrue and unremitted Coupons will become void. The notes should be presented and surrendered to the Paying Agent as shown on the Notes on the Redemption Date with all interest coupons maturing subsequent to the said date.

Nordiska Investeringsbanken

16th March 1989.
By Citibank, N.A. (CIB), Fiscal Agent



INTERNATIONAL CAPITAL MARKETS

Kredietbank plans global equity issue

By David Lascelles, Banking Editor

KREDIETBANK, Belgium's third largest bank in terms of assets, is considering making its first international equity issue in order to expand its capital resources and raise its international profile.

Swiss bank to raise \$53m by one-for-eight rights

By William Duffice in Geneva

BANCA DELLA SVIZZERA Italiana (BSI), Switzerland's sixth largest commercial bank which came under new control last year, is raising SF84m (\$53m) in equity capital through a one-for-eight rights issue.

Current shareholder funds of just over SF500m barely exceeded Swiss official capital requirements, following the 20 per cent surge in the balance sheet total to SF779.9bn last year.

In the first two months of 1989 the balance sheet advanced to SF750m. Mr Giorgio Ghiringhelli, BSI's president, expects the ambitious projects launched under the new owners to lead to a further strong expansion this year.

BSI proposes to offer shareholders 40,000 new registered shares with a nominal value of SF100 at a price of SF300 each, a current holding of eight registered shares qualifying for one new share.

In addition, 49,918 bearer shares with a nominal value of SF500 will be offered at a price of SF71,500 each. Holders of both bearer shares and registered shares will have the right to subscribe to one new bearer share for every eight bearer shares or PCs currently held.

Treasuries rise modestly as US trade deficit narrows

By Janet Bush in New York and Norma Cohen in London

US TREASURY bonds rose modestly yesterday morning along with the dollar and equities after the trade deficit narrowed by slightly more than expected in January.

GOVERNMENT BONDS

Trade deficit had narrowed to \$2.49bn in January from a revised \$10.99bn in December. Forecasts had looked for a \$2.7bn shortfall in January.

The upward revision in the December deficit coupled with the slightly better than expected shortfall in January should have been broadly neutral for the market.

However, bond prices reacted to a small boost in the argument that lower exports provided evidence of a slowdown in the manufacturing sector, which would ease price pressures and therefore upward pressure on interest rates.

BENCHMARK GOVERNMENT BONDS

Table with columns: Coupon, Price, Change, Yield, Week Ago, Month Ago. Rows include UK GILT, US TREASURY, JAPAN, GERMANY, FRANCE, CANADA, NETHERLANDS, AUSTRALIA.

London closing, denotes New York morning session. Yields: Local market standard. Prices: US, UK in 32nds, others in decimal.

Technical Data/ATLAS Price Sources

which economists believe to be in place.

UK GOVERNMENT gilt shed much of the price gains scored in after-market trading following Tuesday's Budget address by Mr Nigel Lawson, the UK Chancellor.

Indeed, dealers characterised most of the day's activity as profit-taking by their counterparts hoping to cash in on the sharp rise in prices in a late, thin market.

But the markets remain sceptical about the accuracy of the Chancellor's inflation forecast which, although far more cautious than earlier prognostications, still appears more

optimistic than many in the City anticipate. Dealers point out that even if the Chancellor's anti-inflation efforts are successful, the worldwide increase in inflation is likely to have an impact in the UK as well, possibly thwarting government efforts to stifle it by year end.

Dealers said they noted selective buying among issues maturing between 1994 and 1998, where some of the government's highest coupon issues are lodged.

In the Chancellor's Red Book, released yesterday in conjunction with the Budget, the Government spells out its intention to pay more attention to outstanding debt with respect to the cost of servicing it. Dealers assume that Bank of England buying in activities are likely to concentrate on this sector in the coming year.

JAPANESE government bond prices rose in active Tokyo trading which spilled over into the London day. The prices were largely prompted by an unexpected infusion of liquidity by the Bank of Japan, which purchased 7800m of two-week bills at 4.675 per cent, four basis points below prevailing market rates.

IN West Germany, government bond prices closed on average 1/4 point higher aided by an injection of liquidity from the Bundesbank that was somewhat more generous than most had expected.

Trading was described as more active than in recent days, with dealers noting a prominent reaction to news of a slightly better than expected US trade deficit in January.

The latest Federal government 7 per cent bond was fixed at 100.65, rising to 100.80 late in the day against a fix on Tuesday of 100.20 per cent.

Volkart to sell coffee business

By William Duffice in Geneva

VOLKART BROTHERS, the Swiss commodities trading group, is disposing of its \$1.2bn a year coffee business in a partial management buy-out.

A group of managers, headed by Mr Paul Müller, the current coffee division manager, is forming a new company to acquire the coffee trading assets.

Mr Müller said the group was negotiating with potential partners and Volkart's ownership would remain a minority shareholder, about the funding of the new company, Swiss Bank Corporation is acting as adviser and lead bank.

It is hoped the new company will start business on July 1 but Mr Müller said yesterday it might be two or three months before a final decision was made on the shape of the company. The partners, performing the role of capital holders, could be foreign or Swiss.

Irish futures exchange sees April launch

THE Irish Futures and Options Exchange (IFOX) plans to go live by the middle of next month, member reports.

Mr Desmond Bradley, chief executive, said: "We have been running courses and there is a lot of interest in the market."

IFOX has rejected the open outcry systems favoured in London and Chicago and has opted for a cheaper automated trading system for its 23 members.

All the seats, priced at £200,000 each (\$260,000), have been sold, mainly to the chief financial officers in the Irish market like Allied Irish Banks and the Bank of Ireland.

Trading will begin in three futures contracts - 30-year Irish gilt, an interest rate future based on the three-month Dublin interbank rate and a future on the Irish punt/dollar rate.

SEC unanimously backs stock basket products

By Janet Bush in New York

THE SECURITIES AND Exchange Commission has voted unanimously to approve a new stock basket product planned by the Philadelphia Stock Exchange, the American Stock Exchange and the Chicago Board Options Exchange.

It is expected that all the formalities of the rule change will be completed by the end of this month, allowing the exchanges to trade their new products which are fairly similar in conception.

The Philadelphia exchange was the first to propose a new product which would allow an investor to trade simultaneously a basket of stocks based on the component stocks of a major index.

The Philadelphia product, which is called a cash index participation contract, is a hybrid between a futures contract and a security.

Although it is a contract, it would trade like an individual stock. It would have an expiry date and would attract a quarterly dividend.

The American SEC came out with its own version, called an equity index participation contract. The CBOE plans something similar.

The SEC's deliberations over whether to approve basket products have been the subject of considerable controversy.

The Chicago Mercantile Exchange and the Chicago Board of Trade, both futures markets, have argued vigorously that these products are not securities but futures.

Mr David Rader, SEC chairman, said he was convinced the new products were securities.

LONDON MARKET STATISTICS

RISES AND FALLS YESTERDAY. Table with columns: British Funds, Corporate, Dominion and Foreign Bonds, etc.

LONDON RECENT ISSUES. Table with columns: Issue, Amount, Tenure, etc.

FIXED INTEREST STOCKS. Table with columns: Issue, Amount, Tenure, etc.

RIGHTS OFFERS. Table with columns: Issue, Amount, Tenure, etc.

LONDON TRADED OPTIONS

Table with columns: Issue, Amount, Tenure, etc.

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FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table with columns: Index No., Day's Change, etc. Rows include CAPITAL GOODS, BUILDING MATERIALS, etc.

FIXED INTEREST

Table with columns: Issue, Amount, Tenure, etc. Rows include British Government, 15 years, etc.

Advisory Index 2124.5 at 2119.21 on 21/09/89. Index 2111.31 on 21/11/89. Index 2116.31 on 21/03/89. Index 2117.31 on 01/05/89. 10-Year 11.5% Yield. Highs and Lows are shown. Dates, values and constituent changes are published in Saturday Index. A list of constituents is available from the Publishers, The Financial Times, Reprint House, Cannon Street, London EC4A 3DF, price 15p, by post 30p.

UK COMPANY NEWS

Military aircraft behind Bae's record £236m profits

By Michael Donne, Aerospace Correspondent

BRITISH AEROSPACE, the aerospace, motors and industrial conglomerate, climaxed a record year in 1988 with pre-tax profits of £236m.

This compares with the pre-tax profit of £161m in 1987, although exceptional items of £34m in that year, including a provision for continued losses on the European Airbus venture, eventually resulted in a pre-tax loss of £18m.

Professor Roland Smith, chairman, announcing the preliminary results for Bae yesterday, said that in every year 1988 was a record year. Trading profits at £211m and sales at £5,545m, including overseas sales of nearly £2.5bn, were all at their highest levels.

He forecast another good year for 1989, with estimated group turnover at £5bn, of which some £25m would be for export.

Earnings for 1988 came to 62p (less 43.9p). The dividend is raised from 18.7p to 20.6p, with a final of 13.2p.

During 1988, apart from commercial aircraft, every part of the Bae group, now enlarged by the acquisition of the Rover motor group, earned profits.

Commercial aircraft incurred a trading loss of £48m (98m in 1987) on increased turnover of £918m, of which participation in the European Airbus accounted for £41m.



Prof. Roland Smith (left) confers with Sir Raymond Lygo at yesterday's results announcement

Professor Smith said there was continued concern in Bae about Airbus - "everything about Airbus causes concern" - but it was hoped that recent changes in the top management of that organisation might turn the tide in favour of profits.

The commercial aircraft business still suffered from the weakness of the dollar, with revenues from sales in the US still insufficient to cover production costs of aircraft built

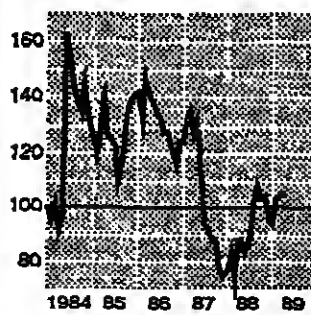
in the UK. Although much had already been done to cut costs in the commercial aircraft sector, further reductions remained a major objective for the coming year.

The Rover motor group returned a trading profit of £35m on turnover of nearly

£1.18bn for the period since last August, when it was acquired by Bae.

British Aerospace

Share price relative to the FT-A All-Share Index



But the biggest contributors to Bae profits were the military aircraft and support services sector, with trading profits of £195m on turnover of nearly £1.66bn, and weapons and electronic systems (including Royal Ordnance) with trading profits of £176m on turnover of over £1.34bn.

Both those sectors were now benefiting from the new multi-billion deal with Saudi Arabia for further modernisation and expansion of its

defence establishment. Bae could expect "a huge contribution" to future turnover and profits from that agreement.

Property development and construction (including Ballast Nedam of Holland) returned trading profits of £17m on turnover of £283m, and space systems a profit of £12m on turnover of £133m.

Sir Raymond Lygo, chief executive, said that Bae was now ranked number four in terms of size in the world aerospace hierarchy, after Daimler-Benz of West Germany (which includes Messerschmitt-Bolkow-Blöhm), Boeing and McDonnell Douglas of the US.

He said Bae had already made significant improvements in reducing costs, especially in terms of manufacturing times and in inventory costs, and would make further progress in the coming year.

See Lex

Completion has taken place of the sale of the issued share capital of

PARRY BRENTFORD HOLDINGS LIMITED

Sheerness Steel Company PLC

DAGENHAM WHARF LIMITED

The Rugby Group PLC

for a basic consideration of £5.6 million & £1.7 million respectively

The shareholders of Parry Brentford & Dagenham Wharf were advised by

PARMENTIER-ARTHUR FINANCIAL & VALUATION SERVICES LIMITED

7 The Waits, St. Ives, Huntingdon, Cambs. Telephone: (0480) 65522

Parmentier-Arthur specialise in the valuation of non-quoted shares

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First Technology bid for Ricardo fails

By Nikki Tall

RICARDO, the Sussex-based engines and transmissions designer, yesterday emerged from the hotly-contested bid battle with First Technology with its independence intact.

By yesterday's noon closing date, the bidder controlled just 41.01 per cent of Ricardo's shares. First Technology had already declared its terms final and said that the offer would not be extended. Accordingly, it has now lapsed.

First Technology's own holding amounted to 15.2 per cent of Ricardo's shares - the bulk of which were acquired in a market raid just before the bid itself was announced. Other acceptances totalled 26 per cent of Ricardo's equity - 11.1 per cent coming in the form of irrevocable undertakings from two other quoted companies, CH Industrials and UFI, given when the bid was launched.

Also included in the acceptances was the near-5 per cent stake submitted by Schroder-Fremont Fund in error. Under Takeover Panel rules, this could not be withdrawn ahead of yesterday's close.

Meanwhile, the First Technology camp said that no decisions had yet been made over its Ricardo stake. The company has said that in the event of failure in this bid it would still pursue its plans to build an "integrated design and development" business, but this is now more likely to involve overseas acquisitions.

After a highly eventful offer period, the £23m bid battle ended in typical style - with an appearance by the two parties in the Court of Appeal and last minute discussions at the Takeover Panel.

On Tuesday afternoon, First Technology succeeded in getting the courts to lift a freezing order placed on a 1.9 per cent holding in Ricardo, belonging to Zurich-based Privathank. But yesterday Ricardo appealed and the order was reinstated, but with the courts unwilling to hear the full case ahead of April.

Action, therefore, switched to the Takeover Panel, with discussions centering "on whether an extension was permissible. At this point, the level of acceptances was announced and the bid lapsed. The Privathank holding - which had been irrevocably pledged to the offer - was not included in First Technology's total.

Gold Fields plugs into bid info chat line

By Clay Harris

Feeling withdrawal symptoms, chat line addicts? Call Rudy, he has a few friendly words to whisper in your ear.

Consolidated Gold Fields, the diversified mining group fighting a £3.2bn hostile offer from South African-controlled Minoro, has opened a toll-free telephone line to deliver its defence message to shareholders.

Gold Fields is not the first to use this medium, but its conversion to the case shows how the telecommunications revolution is making itself felt in contested bids.

Mr Randolph Agnew, Gold Fields chairman, does the honours in the recorded announcement. The Takeover Panel required disclaimers before and after are almost as long as the message itself, which contains nothing that Mr Agnew hasn't said before and none of his distinctive *bon mots*.

Some shareholders may feel left out - the toll-free number cannot be dialed from South Africa or Luxembourg - but Gold Fields has also set up a telephone line so that they and others can ask questions of Gold Fields staff. The caller has to pay for that one.

Notice to Bondholders of

Nippon Steel Chemical Co., Ltd.

U.S.\$100,000,000 5 per cent. Guaranteed Notes 1992 with Warrants

to subscribe for shares of the common stock of Nippon Steel Chemical Co., Ltd.

Pursuant to Clause 4 of the Instrument, and Condition 11 of the Terms and Conditions of the Warrants, we hereby notify as follows:

- The Board of Directors authorized on February 14, 1989 to effect a free distribution of shares at the rate of five (5) new shares of each one hundred (100) shares held as of March 31, 1989 Tokyo Time (the record date).
- Accordingly, the subscription price of the above mentioned Warrants will be adjusted pursuant to Clause 3 of the Instrument and Condition 7 of the Terms and Conditions of the Warrants effective as from April 1, 1989 Tokyo Time.

Subscription Price before adjustment Yes 1,021.00
Subscription Price after adjustment Yes 971.60

Nippon Steel Chemical Co., Ltd.
13-16, Ginza 5-chome, Chuo-ku, Tokyo, Japan

March 16, 1989

Clydesdale decides to abort BGT bid

CLYDESDALE INVESTMENT Trust has failed in its attempt to take over Baillie Gifford Technology, the specialist investment trust, writes Phillip Coggan.

Yesterday, Clydesdale decided not to extend its bid, although the offer had, in theory, a further 18 days to run.

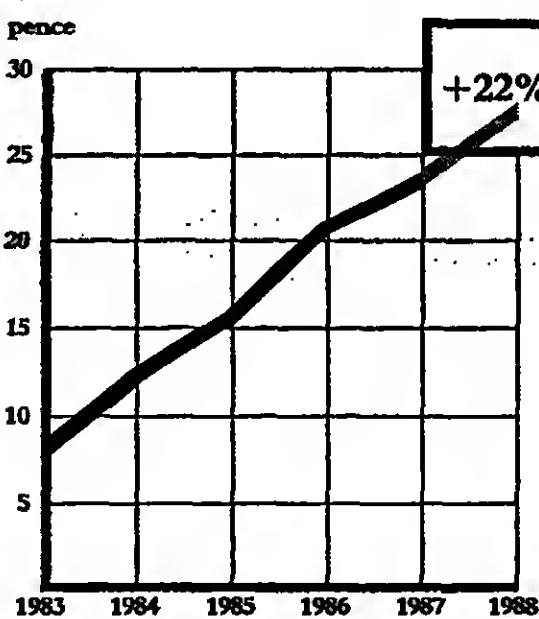
"We're very delighted that the shareholders have backed us" said Mr Robin Menzies, a BGT director. He added that he

thought the group's defence had been successful because "our arguments made sense, particularly about the nature of the trust which has long term objectives".

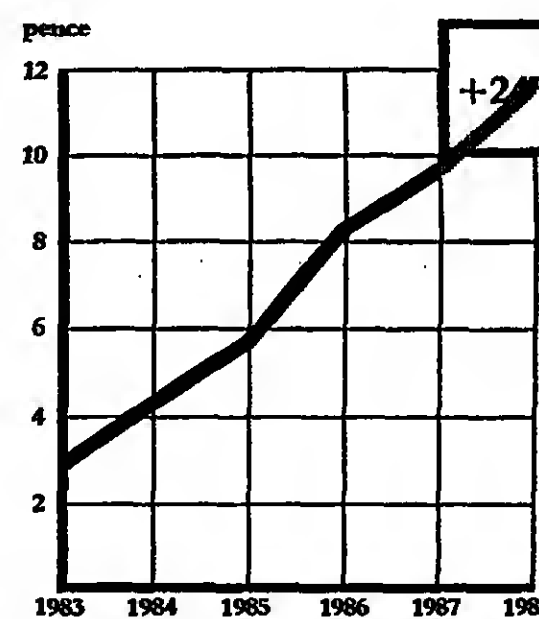
Mr Graham Hall, of Morgan Grenfell, Clydesdale's adviser, said: "We had already said we were not going to increase our offer so we decided we might as well stop now". He thought shareholders had backed Baillie Gifford because of hopes

that there might be "pots of gold" in some of BGT's unquoted investments.

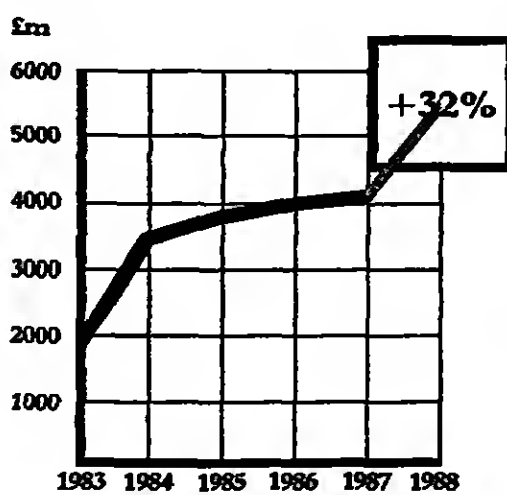
Although the bid had failed, Mr Hall pointed out that if BGT's share price stays at its current level - 89p last night - then Clydesdale will have improved its net assets per share. Mr Hall said that Clydesdale would "sit back and consider" its position vis-à-vis its 24.9 per cent stake in BGT.



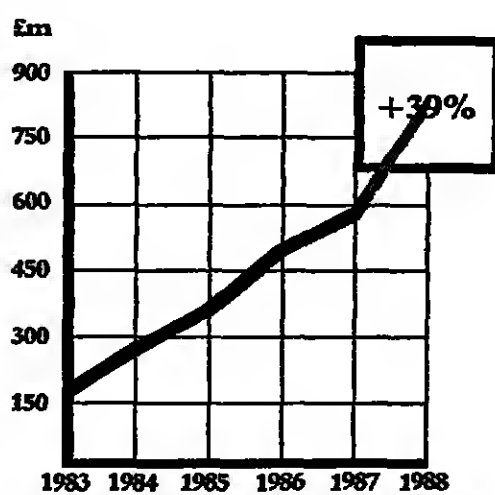
Earnings per share



Dividends per share



Sales



Profit before tax

This announcement appears as a matter of record only



Investment in the management buy-out of
M.W. Marshall & Co. Limited
from
British & Commonwealth Holdings PLC.

Ernst & Whinney acted as advisers to
British Telecommunications plc
and assisted in negotiations.

Ernst & Whinney

Accountants, Advisers, Consultants
Ernst & Whinney is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.
Our principal place of business in the U.K. is
Becker House, 1 Lambeth Palace Road, London SE1 7EL.

Once again, our results will come as no surprise!



BTR plc, SILVERTOWN HOUSE, VINCENT SQUARE, LONDON SW1P 2PL. TELEPHONE: 01-834 3848.

The contents of this advertisement, for which the directors of BTR plc are solely responsible, have been approved for the purposes of Section 57 (1) of the Financial Services Act 1986 by Ernst & Whinney, a firm authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business. Past performance is not necessarily an indication of future performance.

UK COMPANY NEWS

Another £1.5bn planned for acquisitions in the current year
Australia and better margins lift BTR 39%

By Clay Harris

THE RAPID expansion of its Australian operations and another dramatic improvement in margins helped BTR, the industrial conglomerate, to increase pre-tax profits by 39 per cent to £319m in 1988.

Return on sales, measured by profits before interest and tax, jumped from 15 per cent to 16.7 per cent.

The pre-tax advance, from £230m, came on turnover ahead by 32 per cent to £4.7bn (£4.15bn). Earnings per share rose by 22 per cent to 28.7p (23.5p). BTR shares closed 2p higher at 371p.

Mr John Cahill, chief executive, said the healthy growth and improvement in margins reflected strong market demand, as well as tough cost control and productivity gains. BTR would be challenged, however, to repeat the advance in 1989 because of the subsequent acquisition of lower-margin companies.

ACI International, the Australian industrial group of which BTR's 68 per cent owned subsidiary BTR Nylax took full control last year, contributed £719m of sales and £147m of pre-interest profit.

Throughout the group, organic growth accounted for £129m of pre-interest profit,



Sir Owen Green (left), chairman, and John Cahill, chief executive: breaking a 20-year habit

against £156m from acquisitions. However, £38m of the latter figure came from organic growth within ACI.

Stewart Warner, the US industrial group bought in 1987, more than trebled profits after re-organisation and cost-reduction measures.

No such restructuring was planned at Rockwell Valve, bought for \$47m (£236m) last December, although BTR plans to increase the company's prices and eliminate its Pittsburgh corporate

office. BTR, which announced acquisitions worth more than £1.5bn in 1988, hopes to spend a similar amount this year, Mr Cahill said.

He was unconvinced, however, that BTR would return in a big way to the British market, which it has shunned since dropping a bid for Pilkington two years ago.

"We're going to follow [Sir James] Goldsmith around the UK," Mr Cahill said. "He thinks there are bargains

1988 RESULTS BY BUSINESS SEGMENT AND REGION (£m)				
	Sales	% change	Profit	% change
Construction	1,375	+54	211	+83
Energy & electrical	854	+20	82	+24
Industrial	1,138	+20	244	+98
Transportation	808	+28	144	+15
Consumer related	1,198	+55	222	+40
Europe	2,797	+10	400	+14
West	1,154	+33	182	+31
East	1,542	+103	331	+153
Profits before interest and tax			913	+47
Finance costs			(84)	+203
Total	5,473	+32	819	+38

around. If he misses one, we'll pick it up. We certainly haven't seen many."

Finance costs more than tripled to £84m (£21m) in 1988, reflecting the impact of the ACI acquisition. Net debt at the year-end was only 20 per cent higher at £394m (£329m), however, for gearing of 19.7 per cent (21.8 per cent).

The subsequent purchases of Feltrax in New Zealand and Schlegel and Rockwell Valve in the US have raised gearing to 55 per cent, excluding the effect of additional retained earnings so far this year.

The larger role of BTR Nylax was also reflected in a tax

charge of £228m (£148m) for an effective rate of nearly 23 per cent, against 25 per cent last year, and in a jump in minority interests to £104m (£43m).

Changes in currency rates contributed a net £11m to pre-interest profit.

A final dividend of 6.7p (5.5p) will raise the total payment from 9.7p to 16p.

This 24 per cent rise - 2 percentage points more than the increase in earnings - reflected a desire to reach a round figure rather than an indication of a progressive dividend policy, Mr Cahill said.

See Lex

Ironmongers carpet bangers and mash

BTR, like that other acquisitive conglomerate, has had more profitable ways to spend its time in recent years than to make a public song-and-dance about its annual results. In BTR's case, yesterday's press conference was the first such event in more than two decades.

It was apparently the product of some gentle persuasion on veteran chairman Sir Owen Green, who has always preferred a more personal approach, by chief executive John Cahill and finance director Christopher Bull.

However, BTR's effort to introduce its own touch of austerity into the usual proceedings of Ironmongers Hall was not entirely successful.

The hall's guardians vetoed Cahill's original menu suggestion: bangers and mash, followed by jaw tart. Too common? asked Cahill. Not at all, they replied. The journalists might spill gravy or conard on the carpet. The compromise? Steak and kidney pie, and bread and butter pudding (the latter, made with French leaves, was mistaken by one heck for French onion soup).

Over to you, Lord Hanson.

Takeover talks for Addison Consultancy

By Ray Bashford

ADDISON CONSULTANCY, the market research, design and public relations consultant, is holding talks which may lead to a bid for the company.

The group has been subject to speculation of a takeover for several months, with MAI, the financial services, poster advertising and market research company, viewed as a potential bidder. However, several other companies are believed to have examined the possibility of purchasing parts of the business.

The sale last January by Addison of Chetwynd Haddon, part of the communication business, heightened speculation that parts of the company might be sold. The deal gave Addison a cash injection of £3.5m.

That deal followed the demerger last March of its Michael Page recruitment arm, three years after the two companies came together.

Under the weight of redundancy and reorganisation costs associated with the merger of about \$300,000, Addison's pre-tax profits fell to £30,000 during the six months to June 30 last year against £2.45m.

Addison shares closed 2.5p higher at 38p yesterday, valuing the company at £22.5m.

weaker profit performance. Streets yesterday would not comment on the possibility of a management buy-out but it has been aware for several months of speculation about changes in the group's structure.

Streets is concentrating increased efforts on market research.

The design operations may also be sold-off if the current negotiation leads to an offer for the group. The design business has also been facing pressure on profits.

Mr Steve Smith, Addison's chief executive, was yesterday unavailable for comment.

Its market research activities, operated through Taylor Nelson, have been the centre of most interest to possible suitors. Taylor Nelson is one of the UK's biggest consultants, with international activities to increase its attractiveness.

The Streets public relations arm has suffered during recent years through a number of staff defections, leading to the creation of competing agencies. This has been reflected in a

Crescent raises Aberfoyle stake

Crescent Africa, acting in agreement with Crescent Oil Services, has taken its stake in Aberfoyle Holdings from 9.6 to 15.5 per cent, and is now seeking talks with the management of the Zimbabwean farmer, garment manufacturer and property investor.

The Crescent companies are London-based consultancies specialising on UK and African matters. They first bought shares in Aberfoyle - long regarded as a potential "shell" situation - in December last year and breached the 5 per cent threshold in January.

The shares have doubled since the investors first came aboard last year, from around 16p to 32p yesterday, up 1p on the day. The average price paid for the 7m shares bought was 15-16p, according to Crescent.

HATT to pay holders gains from Vodafone shares sale

By Nikki Tait

In a highly unusual move, Hambros Advanced Technology Trust, a fund specialising in high technology, venture capital investments, is to pay back to shareholders the gains made on its holding in Vodafone by way of a special interim dividend.

HATT invested in Rascal-Millicom, the operator of the Vodafone network, back in June 1983, taking a five per cent stake. Additional investment was made later, principally through a subsidiary called HAT Holding Company (HATHCO).

In January 1987, the holding was sold to Rascal in exchange for a total of 10.3m Rascal

shares - 8m belonging to HATHCO and 2.3m to HATT. By this stage, the Vodafone/Rascal investment had become a major holding for the trust, which came to the market in mid-1987.

HATHCO has now sold its entire interest in Rascal through the market, realising a net gain of £14.6m after tax.

HATT itself continues to hold about 1.9m shares, having disposed of the remainder a year ago. Yesterday, HATT said that it plans to pay out the profits from this disposal by way of a 5p a share special dividend. The effect will be to reduce net assets of the trust from about

£35.7m - or 191p a share - to £24.2m, equal to 126p a share.

The trust is also proposing some changes to the management agreement, the terms of share options and the grant of further options.

The gain on the sale of the Rascal shares was realised in HATHCO, which has to pay corporation tax on its capital gains. HATHCO is now paying a dividend to the parent trust, and this will represent franked investment income - enabling the trust to pay out the dividend without further payment of advance corporation tax.

Hambros Inv Tst move prompts speculation

HAMBROS INVESTMENT Trust, a £160m general fund, yesterday announced that it had received an approach which could lead to proposals being put to shareholders. Managers of the trust declined to elaborate, saying only that shareholders would be kept informed of developments, writes Nikki Tait.

However, analysts noting the wording in the terse announcement, concluded that a reconstruction might be more likely than an offer. Also given that Hambros Bank holds a 23 per cent interest it was felt any that this could represent a restructuring investigated voluntarily from within.

Any reconstruction scheme would probably need approval from shareholders speaking for the trust's equity, so Hambros interest would be critical.

Among the suggestions put forward by analysts was some form of split level reconstruction. A successful reconstruction of this type recently took place at another, much smaller Hambro trust, City of Oxford.

There were also suggestions that the HITT statement might have been made in the light of recent share price movements. The shares jumped 17p to 270p on Tuesday, scarcely explained by the Budget news, and added a further 21p yesterday.

Hillsdown Holdings plc

Highlights of the year ended December, 1988

- * 17% Increase in Sales to £3548.8m
- * 37% Increase in Pre-tax Profits to £150.9m
- * 134% Increase in Profit Attributable to Shareholders
- * 23% Increase in Earnings Per Share
- * 26% Increase in Dividend for the year

Five year Earnings Per Share Performance

Year	Earnings Per Share
1984	8.3p
1985	12.2p
1986	16.3p
1987	22.0p
1988	27.0p

Hillsdown Holdings plc

HILLSDOWN HOUSE, 32 HAMPSTEAD HIGH STREET, LONDON NW3 1QD

DIVIDENDS ANNOUNCED					
Company	Rate	Date	Rate	Date	Rate
Adson Security	1.74	May 31	1.38	2.7	2.18
Brit Aerospace	13.2	June 5	11.8	20.6	18.7
BTR	6.7p	May 25	5.5	12	9.7
Clarke Maxwell	3.15	July 3	2.4	4.5	3.5
DRG	7.8	July 3	6.5	12.3	10.7
Gant (S&P)	1	-	0.5	-	1.5
Hilbarn	2.4	-	2.5	4.3	3.9
Hilbarn Higgs	4.5	July 3	3.5	6	4.75
Kode Int	5	May 11	10.5	10	15.5
Logica	11	Apr 25	0.7	-	2.3
Lowe Howard	3	May 12	6.8	12	10
M&P	1.2	May 8	1.2	-	4.25
Pochin's	4	Int	4	-	19
Rural Planning 5	1.2	June 2	1	2.2	1
Shorro Group	-	-	1.25	1.85	4.5
Spaxider 5	2.75	July 22	-	4.25	3.47
Spaxider Inv Trst	1.187	June 15	0.872	2.082	1.647
TAN	6.5	-	5.75	9.5	8.5
Wessex	11	May 12	1	1	1
Wood (Arthur)	3.85	-	3.5	3.85	3.5

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issues. †On capital increased by rights and/or acquisition issues. ‡SUSM stock. §Unquoted stock. ¶Third market. **Carries scrip option. ††For 10 months. ‡‡Irish currency.

ICI raising its borrowing limit

By Clara Pearson

Imperial Chemical Industries has announced proposals, to be put to shareholders on April 25, to raise its borrowing powers from £7.7bn to £12.1bn.

It plans a change in the treatment of goodwill arising from acquisitions for the purposes of calculating borrowing limits. The writing off of goodwill had resulted in shareholders' funds having risen by only £100m between 1984 and the end of 1988, said ICI.

The borrowing limit increase would require the early repayment of four of ICI's loan stocks, the contents of which limit its borrowing powers. In the case of two of these bonds, approval of holders to call the bonds must be obtained.

Mr Denis Henderson, ICI chairman, was paid £478,059 in 1988, compared with the total of £387,250 paid to the two chairmen in 1987 - Mr Henderson received £288,283 for nine months and his predecessor Sir John Harvey-Jones received £113,967 for three months.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange.

Company	Date
Adson Security	Mar. 22
Bechtel	Apr. 15
Bridon	Mar. 22
Burling	Mar. 21
Edmond	Mar. 21
Handy-Heiler	Mar. 21
ICI	Apr. 25
Logica	Mar. 21
Maydon	Mar. 22
Northbrook	Mar. 22
New Quay Securities	Mar. 17
Singer & Friedlander	Mar. 22
Southampton F&W Group	Mar. 22
Sun Life	Mar. 22
Technology Project	Mar. 22

This announcement appears as a matter of record only

March 1989

Falmer

Management Buy Out
of
Falmer International Limited

Spicers Corporate Finance
acted as financial advisers to the management team on the acquisition and its funding

Bank of Boston Limited
structured and underwrote all equity and mezzanine finance

Hambros Bank Limited
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Telephone: 01-489 5880

BANK OF BOSTON LIMITED
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SPICERS CORPORATE FINANCE
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PRINCE COURT, 25 OLDCHAPEL SQUARE
LONDON WC1A 3PU
TELEPHONE: 01-489 7788

UK COMPANY NEWS

Salmonella and listeria fears hit egg and poultry arm and profits cut by about £10m
Hillsdown advances by 37% to £150.9m

By Nikki Tait

SALMONELLA AND listeria scares cost Hillsdown Holdings, the food, furniture and property company, between £5m and £10m in profits in 1988.

Nevertheless, the group still posted pre-tax profits of £150.9m, up by 37 per cent, with sales growing from £24.04bn to £28.5bn. Earnings per share after an 18 per cent tax charge (15 per cent) were 20 per cent higher at 25.5p, on a fully-diluted basis.

The final dividend is 4.5p, making 6p (4.75p) for the year.

The figures were much in line with analysts' forecasts, and Hillsdown shares remained unchanged at 78p despite the falling market.

Yesterday, the company explained that food scares had affected profitability of its poultry and egg operations in

the last two months of 1988. Hillsdown is one of largest egg producers in the UK, and is reckoned to take about 10 per cent of the market.

The company said yesterday that lost profits which related specifically to the egg scare were less than £5m, and that its production had been trimmed by about 10 per cent. Demand for eggs was gradually returning, a trend which was expected to continue.

Mr Harry Solomon, chairman, went on to say that the company welcomed "discriminating, safety-conscious customers" and saw benefits as supermarket groups concentrated on suppliers they trusted. Hillsdown would support legislation to enforce safer and better standards, he said.

However he stressed that any legislation should also

RESULTS BY ACTIVITY (£m)				
	Sales	% change	Operating profits	% change
Food processing and distribution	1,191.2	+12	47.2	+68
Poultry and eggs	708.2	+58	18.3	-33
Furniture and timber distribution	682.6	+2	46.8	+34
Fresh meat and bacon	635.7	+1	21.6	+37
Stationery and specialist operations	177.6	+12	13.0	+13
Homebuilding and property	163.3	+100	44.4	+123
Head office costs			(3.1)	+19
Total	3,548.6	+17	188.0	+39

apply to imports, noting that in the poultry market 15 per cent of sales came from imports.

Part of the profit increase resulted from acquisitions, in particular, the first full-year inclusion of Maple Leaf Mills, the Canadian food business bought in August 1987, contri-

bating more than C\$50m in operating profits. However, the group said yesterday that organic profits growth was about 34 per cent.

According to the company its best-performing areas in 1988 included MLM, UK canning activities, and construc-

tion/property. The one division to show reduced profits was poultry/eggs, which aside from the health scares faced over-supply in the frozen bird market and a rise in feed costs. Meanwhile, the current year, except for poultry, has started well.

The pre-tax figure came after interest charges of £44.1m (£26.5m). Gearing, which rose to more than 150 per cent after the MLM acquisition fell to 80 per cent by the year-end, a level which the company said was comfortable.

Below the line there is a large £94.5m extraordinary surplus, resulting from the sale of certain businesses, in particular, Hunter.

Capital expenditure was £117m.

See Lex

Automotive components side helps T&N advance to £91.3m

By Vanessa Houlder

T&N, the engineering group, yesterday announced an 18 per cent increase from £77.2m to £91.3m in pre-tax profits for 1988. Turnover rose 9 per cent to £1.06bn.

The result reflected a strong performance from the automotive components business, offset by a fall in profits from the engineering and industrial division. The strength of sterling was estimated to have knocked £2m off profits.

The figures included a £2.8m exceptional debit. This chiefly stemmed from a £3m charge due to the formation of a new facility to deal with asbestos-related disease claims in the US. This was tempered by a £2.2m exceptional insurance recovery. The total cost of asbestos-related claims was £10.7m, up from £5.2m.



Sir Francis Tombs: year of progress on the asbestos front.

Sir Francis Tombs, chairman, said it had been a helpful year of progress on the asbestos front. The £100m punitive damages part of the claim by the Prudential Insurance Company of America had been dismissed.

The engineering and industrial side saw profits drop from £38.9m to £37.8m following rationalisation of the UK turbine components business. It also suffered a £1m to £2m profits fall in its South African

and Zimbabwean businesses due to shortages of raw materials and price controls.

Strong demand helped the automotive components business to increase profits from £54.5m to £66.1m. Construction materials and mining improved from £5.3m to £7.5m. Gearing at the year end increased by 4 percentage points to 25 per cent.

Earnings per share increased 13 per cent to 26.41p (23.35p). A final dividend of 6.5p is recommended making a total for 1988 of 9.9p (8.5p).

COMMENT

T&N is increasingly the subject of two schools of thought. On the downside, there is the ever-present taint of asbestos claims. Despite T&N's plucky assertion that it accounts for less than 1 per cent of turnover, the effect on profits will be significant for years ahead. Furthermore, the hears can point to T&N's major role in supplying the European automotive market, which is widely expected to face leaner times this year or the next. On the upside, however, its supporters argue that the share price has over-compensated for these handicaps. Assuming profits of £105m for the year, the shares, down 3p to 213p, are on a lowly p/e multiple of 7. That gives little credit to the company's continuing success in raising its margins and boosting its market share. In addition, the effects of the likely downturn in the automotive sector may be partially offset by the move by US and UK manufacturers away from in-house manufacturing of components. The attractions of the shares also include a prospective yield of 7. However, given the shares' strong performance in the first part of this year, some profit taking seems likely in the short term.

Leisuretime buys two Florida hotels for £4.8m

By Patrick Butler

LEISURETIME International, the hotel, nursing home and tour operator yesterday added to its presence in Florida by buying two further hotels for a total of £4.8m (£4.8m).

In February, Leisuretime paid £4.9m for two Florida hotels and 18 acres of development land. The latest acquisition involves the purchase of the 170-room Kissimmee Oak Hotel and the 200-room Ramada Inn Westgate for £3.3m and £1.5m respectively. Both are located in the Orlando

area. The February acquisitions were made from Naz Holdings, the private company controlled by the Jivraj family which took over the helm of Leisuretime a year ago.

Leisuretime cut back 1987 pre-tax losses of £1.25m to £229,000 in the year to end-October 1988. Almost all the 1988 deficit was attributable to the loss-making Worldwide Dryers hand dryers offshoot which was sold earlier that year.

Shorco more than doubled

SHORCO GROUP Holdings, specialist plant hire company, more than doubled profits from £220,000 to £280,000 for 1988, its first year on the USM.

The company benefitted from the very mild winter and the continued buoyancy of the construction sector. Further-

more, the £350,000 invested in the business from the proceeds of the flotation allowed it to satisfy increasing customer demand.

Growth was roughly equally spread between the trench shoring operation and the laser survey equipment business.

The second mild winter in a row had ensured a buoyant start to 1989, said Mr David Phillips, managing director.

Fully diluted earnings per share rose from 9.5p to 17.3p. A final dividend of 2.5p is recommended, making 4.5p (1.65p). A 1-for-5 scrip is also proposed.

COMPANY NEWS IN BRIEF

BOLTON GROUP, formerly Bolton Textile Mill, incurred loss of £443,000 (loss: £43,000) for half year ended October 31 1988 on £2.12m (£3.8m) turnover. The loss stems largely from poor trading in, and provision made against, textile division, negotiations for sale of which are at advanced stage. Leather division continues to trade profitably. The company will concentrate on property interests which are expected to yield significant benefits.

FIRST SPANISH Investment Trust: Undiluted net asset value amount to 50p at February 28 1988.

LYNE GROUP: Acceptances by the recent rights issue were received in respect of 2.67m shares (76.32 per cent).

MAXWELL COMMUNICATION Corporation, of Delaware, is paying some £5m cash for Jossey-Bass, of San Francisco. It publishes for the business and management, education

and public administration fields.

SPHERE INVESTMENT Trust, formerly TR Natural Resources Investment Trust, reported net asset value of 71.8p at December 31, against 65.5p a year earlier. Net revenue for 1988 was £1.53m (£297,000 loss) for earnings per share of 1.25p (0.29p losses). The proposed final is raised to 1.167p for a total of 2.062p (1.547p).

TATE & LYLE, the sweeteners group, is to pay £7m for Schouten Beheer, a Dutch manufacturer of dies used to form animal feed pellets. Schouten will become part of Tate's animal nutrition division.

TULLOW OIL: Losses of £1410,329 (£341,000) against £263,246 for 1988, after exceptional £953,745 (nil) debit. Turnover and other income £2.14m (£313,910). The Third Market company plans to have its shares quoted on the USM in London and Dublin later this year.

A
**RECORD
 YEAR**

- RECORD PRE-TAX PROFITS £236m
- RECORD TRADING PROFITS £311m
- RECORD TURNOVER £5,639m
- RECORD OVERSEAS SALES £3,481m
- RECORD SHAREHOLDERS FUNDS 828p PER SHARE
- RECORD EARNINGS PER SHARE 62.0p



Extracts from the Chairman's Statement.

"1988 has been a record year for British Aerospace in which your Board took a major strategic decision to enter the automotive industry with the acquisition of The Rover Group plc... By this one imaginative acquisition the turnover of British Aerospace was substantially increased, profitability was improved, shareholders' funds almost doubled and British Aerospace became Britain's most important exporter of manufactured goods."

"British Aerospace enters 1989 in a strong position... for British Aerospace 1989 should be the year of opportunity..."

Professor Roland Smith, Chairman

RESULTS FOR 1988		
	1988	1987
	£m	£m
Turnover	5,639	4,075
Trading Profit	311	217
Profit/(loss) before taxation	236	(159)
Profit/(loss) after taxation	156	(110)
Dividend per share	20.6p	18.7p

The financial information set out above is derived from the audited consolidated accounts and does not constitute full accounts (within the meaning of Section 254 of the Companies Act 1985). Full accounts, which received an unqualified audit report, will be filed with the Registrar of Companies.



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Stock Index No. 478 725

In accordance with § 2 (8) of the Terms and Conditions of the Notes, notice is hereby given that the Rate of Interest has been fixed at 6 7/8% p.a. for the Interest Period March 16, 1989 to September 18, 1989 (186 days). Interest accrued for this Interest Period and payable on September 18, 1989 will amount to DM 356.82 per DM 10,000 principal amount.

March, 1989

Interest Determination Bank:
J.P. Morgan GmbH
 Frankfurt am Main

UK COMPANY NEWS

Lowe Howard up 40% to £15.6m

By Phillip Coggan

LOWE HOWARD Spink & Bell, the advertising and public relations agency best known for the Heineken lager campaign, yesterday announced a 40 per cent jump to £15.6m in pre-tax profits in 1988.

Mr Frank Lowe, chairman, said that accounts gained in London included the Sky satellite TV channel, Tesco, Reebok sports shoes and Thames Water. In the US, Laurence, Charles, Free & Lawson won accounts for First magazine and for Mr Donald Trump's new casino venture.

US business accounts for about 23 per cent of group turnover, with the UK contributing about 47 per cent. The communications division, which includes Lowe Bell

Financial public relations, contributes around 8 per cent. Mr Lowe said he could not comment on rumours that Mr Tim Bell might leave the group. "These rumours have been going on for two years now and I'm fed up with them," he said.

Included in the pre-tax profit figure was a contribution, said by Mr Lowe to be worth around £250,000, from the sale of a stake in Parkway, the advertising services company.

Mr Lowe said he was more confident about the group's progress than he had been in previous years. Despite some gloomy pronouncements about the UK economy, clients he had talked to were expecting further sales growth.

Turnover of £404.27m was 37 per cent higher than the previous year's £294.86m. After tax of £5.84m (£4.5m) and minority interests of £58,000 (£3,000), earnings per share were 38p (30.4p). The final dividend is being increased to 8p, making a total of 12p (10p).

COMMENT
Advertising shares are slowly starting to regain some of their previous lustre. The French bid approach to Bessie Massimi Polifit is helping but also the long-term growth record of agencies like Lowe Howard Spink & Bell is genuinely impressive. The theory of the multi-disciplinary media group - covering everything from

PR to design - is not being plugged so hard these days but the concept of global advertising is very much a runner as the advent of satellite television illustrates. Here Lowe Howard is well placed, being large enough to benefit from multinational campaigns but not so large as to limit its capacity for growth. And even if consumer spending slows, experience shows that advertisers are likely to fight for their share rather than cut back their campaigns. Mr Bell may yet depart, but the impact on the business will not be too drastic and assuming pre-tax profits of £18.4m this year, the shares, at 419p, are on a modest prospective p/e of around 9.5.

Securicor plans Dutch expansion

By Patrick Butler

SECURICOR Group, the security and communications group, has teamed up with two Dutch concerns to study the viability of forming a joint venture company for The Netherlands' cash-in-transit market.

FTI Post, the recently privatised Dutch Post Office and Nederlandse Vullgheidsdienst (NVD), a safety and security specialist, are the other two partners.

An agreement to study integrating the three companies' cash-in-transit operations was signed earlier this week in the Hague.

If the study proves positive the proposed venture will become operational on September 1.

Mr Roger Wiggs, Securicor Group chief executive, said the proposed venture would greatly increase the company's penetration of the Dutch market - in which it has had a presence since 1974.

It would also "add impetus to our plans to expand across a broad range of services throughout the key commercial centres in Europe".

FTI Post and NVD have an annual turnover of £1.1bn and £57m respectively.

Logica balance switches overseas in 37% rise

By John Thornhill

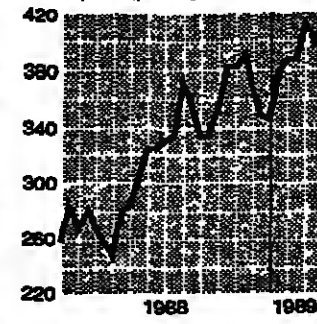
LOGICA, the computer software and systems group, announced a 37 per cent increase in pre-tax profits from £5.44m to £7.44m in the six months to December 31.

Turnover rose by 33 per cent to £77.27m (£58.04m). Earnings per share increased from 6.9p to 7.5p. The directors declared an interim dividend of 1p (0.7p).

Data Architects, the US specialist in banking and telecommunications products acquired last year, made its first full contribution. Its operations were merged with Logica's existing US businesses at the beginning of the period, doubling its sales. Over 20 per cent of Logica's turnover now comes from clients in North America.

Logica

Share price (pence)



rate of the past few years. Logica faced its third decade with confidence, he said.

COMMENT
Logica has produced another solid set of figures. The results were outstripped by some forecasts, accounting for the slight easing in its share price, but this takes nothing away from the company's performance. Logica injected a mild note of caution into discussions about the future of the industry, suggesting that growth may not be quite so rapid in the future as it has become accustomed to in the past. But Mr Hughes believes that although the overall market rate of growth may slow there are still enormous targets to be aimed at within it, health and transport being just two such areas. Profits of the region of £30m look attainable for the full year, putting Logica on an impressive prospective multiple of about 19. The share price undoubtedly contains a bid premium, as the company is one of the few remaining independent companies in the sector. But Logica's off-repeated desire to remain independent and the highly people-oriented nature of its business may still deter a potential predator.

ASH rises to top £19m in 'difficult year'

By John Riddling

AUTOMATED SECURITY Holdings, the electronic security specialist, yesterday announced pre-tax profits of £19.1m for the year to November 30 1988, up 26 per cent over the £15.2m achieved in 1987-87.

The improvement was based on an increase in turnover of 27 per cent to £23m.

Mr Tom Buffett, chairman, said the year had been a difficult one because of the completion of a major restructuring of Modern Alarms, the core business, in the first half of the year.

However, he said that he had been particularly pleased with the performance of the company's loss prevention operations.

According to ASH, both the closed circuit television and the retail "tagging" businesses saw strong growth.

He estimated that sales of these products increased by around 50 per cent for the

period.

Overall, Mr Buffett said, the group's various divisions were now established well enough to generate the current level of growth internally and have done so for the last two years with little benefit from acquisitions.

However, by the year-end, the company had virtually no gearing and Mr Buffett said that there were sufficient resources to expand group activities through acquisition, as well as through organic growth. A number of purchases are being considered.

There were significant extraordinary items during the period. Almost £1.5m was set aside to cover a legal liability inherited from Securides Centres, which was acquired in April.

A further £680,000 arose from the loss on the sale of ATG

manufacturing to Scantronic in April.

Earnings per share, fully diluted, were 16.6p (14.3p) an increase of 17 per cent.

A final dividend of 1.74p is recommended making a total of 2.7p (2.16p) for the year.

COMMENT
The restructuring of Modern Alarms is estimated to have cost ASH around £1m in lost profits. Considering this, the results, which were fractionally below City forecasts, represent a steady performance. Now, with the rationalisation behind it, prospects for the core business are good and the underlying growth rate is expected to pick up from 10 per cent last year to about 20 per cent this year. This is reflected in the figures for the first three months of 1989 which show a

marked increase over last year's admittedly depressed figures. ASH's loss-prevention operations are also set for a strong year with estimates for sales growth in the region of 40 per cent. The overall market continues to enjoy steady expansion and ASH's market leadership in almost all of the areas in which it operates augurs well. In addition, the sector is relatively acyclical providing some protection against a downturn in consumer spending. Forecasts for 1989 are complicated by the prospect of acquisitions, which with negligible gearing and a loan facility of over £1m, seem likely. However, profits in the region of £25m can be expected which, fully diluted, gives a prospective p/e of about 15.5. At this multiple, ASH is relatively fully valued and incorporates an element of bid speculation resulting from the good prospects for the security sector.

HTV buys CCA in £15m deal

By John Riddling

IN THE latest step in its diversification strategy, HTV, the ITV franchise holder for Wales and the west of England, has agreed to buy CCA Publications, the print publisher and art dealer.

CCA's principal business areas are the sale of prints, paintings and sculptures in the UK, the US and Japan. Since the end of 1987, it has bought Henry Ling, a greetings card manufacturer, and Alan Hutchison, a specialist publisher.

HTV is offering 135p cash for each CCA share valuing the company at approximately £15m. Yesterday, CCA shares closed at 134p, up from 115p. HTV is also offering a full loan note alternative and a partial share alternative.

CCA also announced its results for 1988, showing pre-tax profits up from £200,000 to £1.5m on turnover of £12.3m (£5.1m). Earnings per share more than doubled to 9p (4.2p). It will be combined with HTV's existing fine art subsid-

aries - Frost & Reed, J S Mass, and Venture Prints - to form HTV Fine Art Holdings. Mr Charles Farrell, CCA chairman, will become chief executive of the new division.

Mr Farrell said that he was happy with the arrangement and said that the process had been "very friendly". Initially, CCA had approached HTV with a view to acquiring Frost & Reed but after a series of negotiations decided that the present agreement was preferable.

Sir Melvin Rosser, HTV chairman, said he was delighted with the agreement and that the new division would represent a significant player in the UK and international fine art market.

The acquisition of CCA is in line with HTV's present strategy of diversification ahead of the allocation of ITV franchises which was recommended in the Government's broadcasting white paper at the end of last year.

HTV have said that they intend to receive at least half of their profits from non-television sources by the time the new franchises are awarded in 1989.

In line with this strategy the company in October restructured into two divisions, television and commercial. Since then it has announced a film plan to build a hotel and business park near Cardiff and taken a 31 per cent stake in Business Television Corporation, a company which plans to launch specialist satellite television services.

Analysts responded cautiously to the latest move. They said that a number of previous diversifications had been unsuccessful and were an important factor in HTV's low p/e ratio. However, some felt that benefits could result from the acquisition of CCA and that Frost & Reed in particular might gain from a widening of its marketing scope. Yesterday, HTV shares fell 9p to 116p.

Yearling bonds for Swansea

Yearling bonds totalling £1.6m at 12½ per cent have been issued by the following local authority: Swansea (City) £1.0m.

They are redeemable on March 31 1990.

CHINA
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TAIWAN AND KOREA
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INDIA
Source of U.K. CAD-designed woven shirtings for leading High Street retailer.

JAPAN
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PORTUGAL AND TURKEY
Entry into developing Mediterranean thread markets.

UK
Launch of hi-tech specialised materials for new generation surgical gowns.

Total Group - an international marketing led group with sales of £500 million, operating in over 20 countries, marketing its products in over 60 countries. The Group's strategy is the development and utilization of its global marketing, distribution and sourcing skills.

Tootal Group

NSG welcomes Anglovaal

ANGLOVAAL, the South African mining group, has completed its purchase of 29.9 per cent of North Sea & General, the USM-quoted diversified resources group.

It was announced last month that Hopeaxion, a subsidiary of Anglovaal, was to buy 23.23m shares from Apex Securities for 5p a share, 9p above the then market price.

Hopeaxion has also bought

£2.5m of NSG's convertible loan stock from Apex and an additional £1m of 10 per cent convertible loan stock from another investor.

The directors of NSG welcomed Anglovaal's involvement and said that it significantly enhanced NSG's potential to expand its mineral and mining activities worldwide. Another two Anglovaal directors are to join the NSG board.

Pochin's jumps to £1.46m

Near-doubled profits were achieved by Pochin's, building and civil engineering contractor, in the half year to November 30 1988. The interim dividend is again 4p.

Pre-tax profit rose to £1.46m (£755,000), and earnings soared to 91.5p (£7.1p). Turnover rose from £13m to £20.7m, but shareholders were warned that the rate of increase would not continue in the second half.

For more information write to: Audrey Lloyd-Kitchen, Director of Corporate Affairs, Tootal Group plc, Tootal House, 19/21 Spring Gardens, Manchester M60 2TL.

Humberclyde

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Banca Commerciale Italiana	BFG Bank
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Agent

N M Rothschild & Sons Limited

March, 1989

UK COMPANY NEWS

Swiss purchase may dovetail with Sellotape DRG buys in Europe as profits rise 16% to £58m

By Clare Pearson

DRG, the stationary, packaging and engineering company, is paying SFR 32m (£11.6m) to acquire Cellux Group, a Swiss manufacturer and distributor of self-adhesive products, particularly for industrial and technical markets.

DRG yesterday announced the purchase at the same time as it unveiled pre-tax profits 16 per cent higher at £58.2m in 1988, scored on turnover of £772.5m (£725.4m). Sales would have been 10 per cent higher without the effects of disposals.

The company said Cellux, besides complementing its other adhesive interests, could be put together with its Sellotape business to create a streamlined operation.

It is DRG's second international acquisition this month, following the £2.76m purchase of Deforges, the French specialist envelope concern.

Mr Roger Woolley, chief executive, said in the UK the year had seen a major recovery

in packaging, but stationary had proved somewhat disappointing, partly as a result of the September postal strike. A big volume increase had been achieved in office and print supplies, but investment had placed a brake on profits. The UK put in £43m (£40.7m) to operating profits.

Overseas trading profits increased by 18 per cent to £19m, despite the effects of the recession in New Zealand. Rigid plastics in the US recorded a further major volume increase.

Capital expenditure was 22 per cent up at £46m, while some £16m was spent on acquisitions during the year. A high level of capital expenditure is also planned for this year, while the sale of surplus assets, mainly property, is expected to generate significant cash during 1989.

After tax of £16m (£13.4m), earnings per share came out at 38.9p (34.4p). A recommended

final dividend of 7.6p makes 12.5p (10.7p) for the year.

COMMENT

DRG continues to perform creditably in developing its enviable stable of brand names and making its operations more efficient. On the adhesive side, the Cellux acquisition and planned subsequent creation of a new Adhesives Technology division, appears to provide genuine opportunities both to make better use of the Sellotape name and streamline international distribution systems. Taking into account about £5m worth of property profits - which are expected to be a continuing feature of the results over the next few years - the pre-tax result should reach about £58m in the current year. This puts the shares on a prospective p/e of about 10.5: the multiple is perhaps justified even without the bid speculation persistently surrounding the company.

Acquisitions boost Wassall to £0.5m

By Andrew Hill

ACQUISITIONS aimed at turning Wassall into a conglomerate boosted the group's pre-tax profits to £502,000 in the 11 months to the end of December, compared with £256,000 in the year to January 30 1988.

The company, now headed by two former Hanson executives and a former corporate finance executive at Dillon Read, is to sell the original shoe retailing business, Wassall Shoe, to Benson Shoe for \$935,000 cash.

Last September, the new management, which has a 14 per cent stake, launched a £13.2m rights issue. Since then it has spent about £13.2m on three office furniture and seating businesses, which contributed about 84 per cent of the period's operating profits.

Turnover increased from £3.51m to £7.98m and earnings per share more than doubled to 6.1p (3p). The board proposed an unchanged dividend of 1p.

Mr Christopher Miller, chief executive and a former associate director of Hanson, said Wassall hoped to grow three or four legs to the business.

He denied that Wassall was involved in the saga surrounding the takeover of Thomson T-Line by Lafibre Group earlier this year.

Hanson, which owns 11 per cent of Wassall, took a 5 per cent stake in Thomson in the later stages of the bid for the industrial holding company. The stake was later sold at a loss, but the move encouraged speculation that Hanson might be "warehousing" the holding for Wassall.

"We're very keen not to go too far too fast. We believe there are ways of getting above-average returns without doing David and Goliath deals," Mr Miller said yesterday.

Before last September's rights issue, Benson Shoe held 82.4 per cent of Wassall. Benson's directors, Michael and Christopher Smith, now control about 7 per cent, and will resign from the Wassall board following the disposal of Wassall Shoe.

Kode shares dive on profit setback

By John Thornhill

SHARES IN Kode International, the computer distributor and circuit board manufacturer, dropped 80p to 180p when it announced a sharp fall in profits for 1988. The value of Kode's shares has more than halved in the course of the year.

Pre-tax profits fell from £2.74m to £409,000, with turnover virtually unchanged at £23.4m against £23.5m.

"A very disappointing performance" in the second half of the year by Kode Computers, the major operating company, was the cause of the fall, said Mr Alan Brooker, chairman.

Demand for its products had weakened and this was compounded by equipment supply problems and inadequate business planning and management control.

An urgent review of strategy and systems has now been completed and management changes have been made, he said. Stephen Day, former managing director of Kode



Alan Brooker: strategy and systems review completed

Computers, has become chief executive of Kode International, following the resignation of Mr Peter Boothby-Smith this February.

Several other major alterations have already been implemented or are planned. Graphic Displays, which dis-

tributed desk top publishing hardware and software, stopped trading in February 1989, although some of its activities were absorbed by Kode Computers and Xitan.

Two subsidiaries, Moore Reed, an electronics manufacturer, and Xitan, a software distributor, will be disposed of. And the company's headquarters will be moved from Bristol to Swindon in April, which will help to tighten controls and reduce costs, he said.

Kode would now concentrate on developing its Kode Computers and Xitan Circuits businesses, Mr Brooker said. The current year would be one of recovery and the board had sufficient confidence in its future to recommend a final dividend of 5p making 10p for the year (15.5p).

COMMENT

Despite a profits warning in

November, these results were far worse than many expected. The company gave no indication of the problems that lay ahead at the interim stage and consequently, in the eyes of some analysts, the management's credibility has been shot to pieces. The company has taken strong and swift action but it remains to be seen how effective it will be. Kode may generate funds from its disposals - Moore Reed in particular would appear to be an attractive business - and that would enable the company to re-invest in its core activities, but its future still remains a matter of considerable doubt. It is difficult to forecast future trading performance, given the circumstances, but some are hazy about profits in the region of £1.5m. That would give a prospective p/e ratio of about 10.5. Some believe that is justified as Kode may yet have good recovery potential, others that it is still a grim prospect.

Gent recovery continues

By Alice Rawsthorn

S.R. GENT, the clothing company which is one of the larger suppliers to Marks and Spencer, continued its recovery by boosting interim pre-tax profits 89 per cent, from £208,000 to £1.9m.

Mr Peter Wolff, chairman, said every area of activity had fared well, with the exception of homewares.

The pace of sales had, however, become more sluggish towards the end of the interim period because of the mild winter weather and the impact of higher interest rates on consumer spending.

Group sales increased to £52.25m (£42.76m) and operating profits to £1.76m (£1.19m) in the six months to December 31. The group paid a higher rate of tax - 31 per cent compared with 18 per cent in the first half last year - and earnings per share rose to 1.9p (1.2p).

The interim dividend is being doubled to 1p. Gent's share price slipped by 1p to 69p

yesterday.

When it first went public five years ago, Gent concentrated on making dresses and blouses for Marks and Spencer.

But in recent years the market for traditional women's wear - for dresses in particular - has contracted due to the trend towards co-ordinated clothing.

Three years ago Gent fell into losses when dress sales slumped and M and S lost momentum in women's wear. The group has since pursued a strategy of broadening the base of its business by augmenting other areas such as leisure and children's wear.

The dress and separates businesses - which provided 16 and 30 per cent of turnover respectively - experienced stark sales in the first half. Nightwear sales were sluggish. Mr Wolff said dresses and nightwear had borne the brunt of the weather and interest rates.

Children's wear was the fastest

growing area of activity thanks to the success of "character" merchandise with Walt Disney cartoon characters and Lego designs.

This business showed sales growth of 40 per cent and contributed 18 per cent of group turnover in the first half.

Like many other M and S suppliers, Gent is now increasing its involvement in overseas sourcing. It has established a Hong Kong office to oversee sourcing from sub-contractors in China, Hong Kong, Sri Lanka and the Philippines.

The group encountered problems in homewares. This division, which was formed five years ago, is still struggling to become established. In the first six months of the year it experienced problems with product development.

Mr Wolff said he was "encouraged" by the pattern of trading so far in the second half. Order books were full and Gent was on course to continue its recovery.

Coats Viyella disposal

By Alice Rawsthorn

COATS VIYELLA, the biggest textile group in Europe, has continued the restructuring of its interests with the disposal of Grieve, part of its precision engineering division.

Grieve, which makes needles and machine parts for use in the hosiery and knitting industries, has been sold to Bical, a privately-owned company in the West Midlands, for an undisclosed amount.

Rical intends to merge Grieve's interests with those of its William Mitchell (Sinks) subsidiary, which is also involved in making knitting machinery. Coats said yesterday that it had decided to sell the business because it was unrelated to its other interests.

In recent months Grieve has suffered from the slump in the knitting industry. Last year it fell from a profit into a loss on sales of £5m, and was forced to cut costs by shedding labour. It now employs 280 people.

Coats Viyella is now in the throes of a radical restructuring programme. Its UK textile interests have suffered from the combination of increasing imports and depressed demand. It reduced its worldwide workforce by 4,000, or 5 per cent, last year.

News Digest

CLARKE, NICKOLLS Surge to £4.24m and assets jump

CLARKE, NICKOLLS & Coombs, the property investor and developer, raised 1988 turnover by £3.32m to £11.96m and for the 12 months saw profits surge from £1.53m to £4.24m at the pre-tax level.

Profits included £1.6m from the sale of investment properties and £1.7m from the associates.

The dividend total is being lifted by 1p to 4.5p via a final of 3.15p from earnings sharply higher at 28.91p (9.89p). At the year-end net asset value per share stood at 179p, an advance of 46p.

The current year had begun strongly and the directors said they intended to continue to strengthen the company's underlying asset base and maintain a good spread of development activity.

EW FACT Forecast beaten with £552,000

EW Fact, which provides accountancy and banking tuition courses and financial textbooks, made a pre-tax profit of £552,000 for 1988, from turnover of £2.5m.

The profit compared with some £534,000 forecast when the company joined the USM last November, and with £467,000 recorded for 1987.

The directors said prospects for growth were excellent, and reiterated their forecast of a minimum 8p dividend for the current year.

Overall, the full and part time courses for accountancy and banking remained heavily subscribed and represented 94 per cent of turnover. Legal tuition was due to become another successful area of growth.

ARTHUR WOOD Advance to £361,000

In 1988, Arthur Wood & Son (Longport), earthenware manufacturer, lifted its pre-tax profit from £225,000 to £361,000, after showing a £78,000 increase at the halfway mark.

The first half rise was

attributed to greater efficiency and the elimination of losses following the sale of Carlton Ware. For the whole of the year the directors said results from the Arthur Wood Factory were satisfactory but Price and Kensington had a disappointing time.

That was mainly because reorganisation caused some disruption to production; but that had been overcome and both companies had increased sales significantly in the opening two months of the current year.

Sales for the year worked through at £23,327 (£4.12m) and generated a trading profit of £278,000 (£289,000). Earnings were 11.89p (10.09p) and the dividend is 3.85p (3.5p).

A below-the-line provision of £100,000 was made against a loan to a former subsidiary.

HIBERNIAN Higher profit and payment

Hibernian, the Dublin-based insurance group, increased profits before tax from £10.98m to £13.07m (£10.5m) for 1988. Profits of £3.58m (£5.02m) were also realised on sales of investments, although these were accounted for in reserves.

Premium income declined to £110.97m (£112.77m) but underwriting losses were trimmed from £12.26m to £10.22m. Earnings per share amounted to 13.8p (10.8p) and a final dividend of 2.5p lifts the total to 4.3p (3.3p).

The group increased its share of lower risk business in the UK, mainly in provincial areas, and has expected to derive some 20 per cent of its total revenue from the UK within two years.

SPANDEX Sharply ahead to £4.13m

Spandex, a USM-quoted marketer of specialised computer-aided sign making equipment, returned profits of £4.13m before tax for 1988 from a turnover of £28.82m.

The company has changed its year-end and comparative restated figures of £2.74m and £19.43m respectively over the ten months to end-December 1987.

Earnings emerged at 24.5p (16p) and a final dividend of 2.75p raises the total by 1.25p to 4.25p.

Alders finance in place

By Nikki Tait

THE management buy-out team which is negotiating to buy the Alders department stores and Alders International duty free shops from Hanson, says the finance for its offer is now in place.

The equity finance is coming from an investor group led by Prudential Venture Managers, and is co-underwritten by Prudential Venture Managers, 3i and CIN Venture Managers.

The debt finance is being arranged and syndicated by Chemical Bank and National Westminster Bank.

The deal is expected to be worth around £200m-£250m, and it seems unlikely that any further announcement will be made until after Easter.

92% take up Charterhall rights

Charterhall, the investment company, has received subscription representing 92 per cent of the new shares offered through a one-for-four rights issue to raise £18.7m.

UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY: Indices of industrial production, manufacturing output (1985=100); engineering orders (£ billion); retail sales volume (1990=100); retail sales value (1990=100); registered unemployment (excluding school leavers) and unfilled vacancies (200k). All seasonally adjusted.

1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
4th qtr	108.8	109.4	28.1	133.3	210.8	2,488	282.1						
1st qtr	107.7	110.9	51.1	135.3	273.3	2,488	249.9						
2nd qtr	108.4	112.6	31.2	137.0	191.2	2,384	255.2						
3rd qtr	111.0	118.1	32.0	138.2	192.6	2,297	243.3						
4th qtr	110.8	117.9	34.1	140.8	208.0	2,181	244.3						
1987	108.5	111.8	31.0	138.3	190.4	2,493	255.9						
1988	108.5	112.9	31.0	137.7	190.4	2,364	254.5						
1989	110.8	113.1	31.0	137.0	191.0	2,297	251.1						
1990	110.8	116.9	31.7	140.0	191.4	2,287	248.7						
1991	110.8	118.4	32.1	138.5	197.0	2,226	242.7						
1992	110.8	117.1	31.0	137.4	191.0	2,182	243.5						
1993	111.0	117.1	32.0	141.2	198.6	2,136	251.2						
1994	111.0	117.4	32.0	140.4	218.5	2,105	246.2						
1995	108.7	116.8	33.1	140.8	272.2	2,098	229.2						
1996				137.4	194.1	2,008	229.2						
1997				140.8	194.8	2,008	229.2						

OUTPUT: By market sector; consumer goods, investment goods, intermediate goods (minerals and fuels); engineering output (metal manufacturers, textiles, leather and clothing (1985=100); housing starts (200k, monthly average).

1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
4th qtr	106.9	107.0	106.9	107.5	112.0	103.4	17.9						
1st qtr	106.5	106.2	107.0	107.4	115.5	103.5	19.8						
2nd qtr	107.8	108.0	110.0	110.3	120.5	103.1	22.3						
3rd qtr	113.9	116.4	106.2	115.3	123.8	102.1	20.4						
4th qtr	114.9	113.8	108.1	115.3	122.9	102.1	18.5						
1987	110.5	109.1	108.4	108.0	120.0	100.0	21.0						
1988	111.1	107.3	107.7	110.0	120.0	101.0	21.0						
1989	111.7	111.8	108.5	112.0	119.0	101.0	21.5						
1990	111.7	113.9	108.4	115.0	125.0	104.0	20.6						
1991	112.3	115.7	109.0	124.4	125.0	102.0	20.5						
1992	114.7	116.5	108.3	117.0	120.0	101.0	20.1						
1993	114.2	116.1	108.2	117.8	120.0	101.0	19.6						
1994	115.3	115.3	107.0	117.9	121.0	101.0	19.6						
1995	115.4	118.3	107.1	112.8	124.0	103.0	14.4						
1996													
1997													

EXTERNAL TRADE: Indices of export and import volume (1985=100); visible balance; current balance (£m); oil balance (£m); terms of trade (1985=100); official reserves.

1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
4th qtr	111.9	120.8	-3,280	-1,888	+1,078	97.8	44.33						
1st qtr	108.2	117.1	-3,874	-2,825	+88								

ILG**INTERNAL AUDIT
MANAGER****Leisure Sector****West Sussex c.£30,000 + car + benefits**

International Leisure Group are major players in the leisure and travel industry. In a highly competitive marketplace, shrewd management and aggressive marketing have given ILG a secure passenger base in UK tours operations which will act as a springboard into a pan-European operation, underlining very ambitious plans for continued growth in their airline operation. This growth is to be both organic and by acquisition.

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involve considerable trouble-shooting and a range of ad hoc exercises.

We are seeking a young and energetic individual, who should ideally be a qualified accountant. However, a lawyer or an MBA with appropriate experience would also be considered. Previous commercial experience is preferred, ideally gained in an organisation with international interests.

A confident, positive personality is needed with considerable initiative. This should be combined with first class verbal and written communication skills and strong analytical ability. Excellent opportunities exist within the Group for future development and progression.

Please write in confidence enclosing full career details, quoting reference I3735 to Anne Routledge.

KPMG**Peat Marwick McLintock**Executive Selection and Search
70 Fleet Street, London EC4Y 1EU**Group Finance Director/
Company Secretary****North West to £35,000 + car + benefits**

Our client, an established £20m turnover private group of companies, is acknowledged as a market leader in the manufacture and supply of a range of products to the leisure industry. Having enjoyed a period of sustained growth, the group has operations in the UK, France and Spain, and now seeks to appoint a Finance Director/Company Secretary to play a key role in its next stage of development. Reporting to the Managing Director and supervising a team of eighteen, you will be responsible for:

- Ensuring the provision of timely and accurate financial and management information
 - Interpreting this information and advising the Board accordingly
 - Assisting the Managing Director in the evaluation and formulation of business development policy
 - Developing and maintaining effective financial reporting systems
 - Company secretarial duties
- Candidates, aged 32 to 45, will be qualified accountants with significant experience in financial/management reporting gained at senior level within a commercial environment. The successful candidate will also be able to demonstrate:
- The ability and maturity necessary to manage a finance function within a fast changing environment
 - Well developed man management and communication skills
 - Commercial awareness

The opportunity offers an attractive salary package which includes private medical care, pension scheme and relocation assistance where appropriate. Interested applicants should send in confidence a detailed curriculum vitae including current remuneration to: Mark Carriban, Spicers Executive Selection, 12 Booth Street, Manchester M60 2ED.

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The Job: Due to internal reorganisation the position of European Financial Controller has been created, based in the Greater London area. The initial task will be to reorganise and oversee the transfer of the accounting function of the European Operation in London, involving the recruiting of a small team. On going responsibilities will include preparation of monthly management accounts, budgets, cash flow, cash management and statutory accounts.

The Candidate: The successful candidate is likely to be a qualified accountant with 6-8 years post qualification experience and an excellent track record in a similar function, computer literate, analytical and having good interpersonal skills. International experience, though not absolutely essential, will be an advantage, as will relevant industry experience.

Application with current CV should be sent to Box A1171, Financial Times,
10 Cannon Street, London EC4P 4BY

Financial Analyst**London c£28,000 + Car + Benefits**

Our client is one of Britain's most prestigious retailing groups. They currently seek to strengthen their Financial Planning Team through the appointment of a Financial Analyst.

With responsibility for a portfolio of businesses the role will encompass all areas of financial planning, particularly including the monitoring of performance of individual operations within the group. Additionally the successful candidate will be involved in the preparation of group forecast, capital expenditure appraisal information and the presentation of information to the board. You will also be involved in the annual

group budgeting cycle.

Candidates will be graduate calibre Chartered Accountants who are likely to have qualified within an international firm. Excellent communication ability, both written and oral, and well developed inter-personal skills are essential in order to liaise effectively with senior management.

Interested applicants should write to Barbara Burke enclosing a comprehensive curriculum vitae and daytime telephone number at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH, or telephone her on 01-831 2000 quoting ref. BB27.

**Michael Page Finance**International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide**Systems Accountant**
IT Development in Investment Management**c £30,000 + benefits**
City

This well established Investment Management organisation serves a large volume of unit trust holders and has a specialised market niche in institutional funds.

New computer systems are now being implemented supporting both fund management and back office accounting requirements. To assist with the implementation process, plus the on-going operation and enhancement of the systems, a young accountant is now sought.

This position provides an ideal opportunity for you to develop your IT and systems experience, whilst also allowing you to maintain your accounting knowledge.

To fulfil this role you should be a qualified accountant (ideally Chartered), with at least 3 years' post qualifying experience either in, or with exposure to, financial services and computer systems. Whilst not essential, experience within an investment management organisation or of

an implementation of QUASAR systems would be a distinct advantage.

The compensation package will be attractive and will include a negotiable salary and other benefits.

Please send your CV quoting reference MCS/9014 to Susan Ryder, Executive Selection Division, Price Waterhouse Management Consultants, No. 1 London Bridge, London SE1 9QL.

Price Waterhouse**GROUP TAX MANAGER****c£37,500+CAR+BENEFITS**

Our client is a major international insurance broking group, based in the City of London.

We have been retained to recruit a Group Tax Manager who will have principal responsibility for tax planning with a view to minimising the substantial tax burden of the Group. He/she will report to the Finance Director and manage the Tax Department which is involved with UK and overseas compliance work, VAT, PAYE and CFC issues as well as ad hoc projects which entail advising on acquisitions and disposals and currently includes a major international structural reorganisation.

The ideal candidate will be a qualified accountant with at least five years post qualification tax experience gained preferably in the commercial sector. Aged 30-40, applicants should possess strong communication skills to ensure effective interaction with both the finance function and senior management.

Interested applicants should call Jane Barclay on 01-831 2288, (evenings and weekends 01-202 7478) or write sending full details to Gabriel Duffy Consultancy, 31 Southampton Row, London WC1B 5HL.

Gabriel Duffy Consultancy**Finance Director****Hampshire £28-30,000 + Bonus + F/E Car**

Our client is a hi-tech electronics subsidiary of a substantial UK plc, based in the Hampshire countryside. Following a period of solid growth and having achieved world leadership with several of its products, the company is now poised to at least double in size in the next 3 years from its current base of a £10m turnover.

As a result of this growth the company has recognised the need to strengthen the management team with the appointment of a commercially minded, and creative Finance Director.

Reporting to the Managing Director you will have responsibility for a small team covering the full finance function including monthly reporting, cash management and systems development. However, the prime nature of the role will be to provide constructive financial information, advice and guidance to

enable the business to grow both rapidly and profitably in a controlled manner. The ability to contribute across a wide front will therefore be particularly important.

The successful candidate will be a qualified accountant aged 33-40 preferably with experience in a high growth, hi-tech environment and knowledge of manufacturing accounting techniques, MRP and JIT. Your management style will be strong, forceful and persuasive, but diplomatic, with the emphasis on teamwork.

The excellent remuneration package includes a significant bonus, fully expensed car, family medical insurance and relocation expenses where appropriate. Interested applicants should submit their CV to Wayne Thomas, Executive Division, Michael Page Finance, Windsor Bridge House, 1 Brocas Street, Eton, Berkshire SL4 6EW.

**Michael Page Finance**International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide**COWIES****Divisional Chief Accountant****North East c £27,500 + Car**

Our client, the Motor Division of T. Cowie Plc, a market leader in vehicle distribution and financing, has, in common with the rest of the Group, experienced record growth in 1988, including increases in new and used vehicle sales of 28% and 43% respectively. The Division is committed to further growth, both through acquisition and the ongoing redevelopment of its 19 existing UK sites.

Due to this continued expansion, they now wish to recruit for the new post of Divisional Chief Accountant. Based at the company's Sunderland Head Office and reporting to the Divisional Executive Director, duties will include the overall responsibility for the preparation of monthly accounts and other financial management information for the sites within the division, the provision of

advice on operational aspects of the business arising from this information and initiating any corrective action required.

Candidates, aged around 30, should be qualified accountants who can demonstrate a successful track record gained within the vehicle distribution sector. An outgoing personality, 'shirt sleeves' approach and willingness to travel within the UK are key requirements. Career prospects are excellent and will be limited only by individual ability. A relocation package is available where appropriate.

Interested applicants should write to Frederick Howie, Regional Manager, Michael Page Finance, 25 Collingwood Street, Newcastle-upon-Tyne, NE1 1JE, (Tel: 091-222 0545) quoting Ref: NE01Z.

**Michael Page Finance**International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
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سكرا امانت

Two Key Accounting Positions Senior Project Accountant Accounting Supervisor

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As a result of internal promotion, we have been retained to search for exceptional people, aged 25-29, who can demonstrate outstanding technical ability combined with commercial flair and management potential.

Very occasionally an opportunity arises for a high calibre individual to join the London based team. This team undertakes projects of an analytical and investigative nature, and its activities impact directly on the decision making process at an international level.

Interested applicants should submit a brief CV to the address below or telephone Giles Daubeny in London on 01-437 0464 or Pasquale Mazzuca in Brussels on (32 2) 6495833. For those interested, meetings can be arranged in London, Paris, Brussels and Milan.

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This post results from internal promotion and calls for a qualified accountant, Chartered or Cost and Management, aged around early 30's to early 40's. A background in process or manufacturing industry must be reinforced by personal commitment, energy and a

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Salary will be in excess of £30,000 and a generous benefits package will include bonus schemes, quality car, pension and health care schemes and relocation help as appropriate. There are genuine career prospects, given success, of moving into general management.

Please write, with full career details, in confidence, to Andrew Russell Ref: 76550



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Glaxo

Glaxochem is the primary production facility of the international Glaxo Group, one of the world's fastest growing and most successful pharmaceutical companies. Our Ulverston site is one of the major pharmaceutical plants in Europe, employing some 2,000 staff. Situated close to the Lake District National Park, it is responsible for the manufacture of a

variety of antibiotics. The outstanding international sales success of our pharmaceutical products and resulting site expansion means that the Factory Executive Committee now faces a future of outstanding challenge and opportunity. Due to promotion, we are now seeking to recruit a...

Chief Accountant

£30K + Car + Benefits
Lake District

In addition to conventional site financial responsibilities, you will contribute to the site's general management through membership of the Factory Executive Committee, particularly through the formulation and execution of policies in support of site business objectives. You will be responsible to the Factory Manager, and as the senior representative of the Finance Function, you will be expected to make a significant contribution to financial management at Company level.

Aged 30+ and a qualified Accountant, ideally with a university degree, your broad financial background will include exposure to manufacturing and/or engineering industry. Experience of managing a team engaged in a

variety of accounting activities supported by sound analytical ability and the interpersonal skills necessary to maintain and develop constructive working relationships at a senior level, are essential. Salary and benefits reflect the seniority of this position. These include car, profit sharing, non-contributory pension, BUPA, free life assurance, and relocation assistance. Excellent sports and recreation facilities are available, including squash, badminton, sailing on Coniston Water, and a variety of other sports. Please write with full CV to Mr D S Mead, Personnel Manager, Glaxochem Limited, North Lonsdale Road, Ulverston, Cumbria LA12 9DR.

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A VERY BRIGHT YOUNG TREASURER WITH AN INTERNATIONAL OUTLOOK

Unusual scope for personal development

Thames Valley

c. £30,000 + car

The Group is a rapidly expanding world leader in materials technology. One hundred subsidiaries operate in twenty-six countries and 80% of the £500m turnover is achieved in Europe and overseas. A lean and efficient Head Office controls events through clear reporting lines with highly developed accountability.

The complexity and international spread of the Group's finances mean that profitability depends heavily on the skill and resourcefulness of the Treasury function. A bright young Treasurer is now required to augment the existing team in fine tuning current procedures and pioneering fresh approaches to expansion and acquisition.

A first class intellect and an accounting qualification promptly earned with a leading firm are taken as read, as is exposure to a wide range of treasury techniques in a

practice or with a blue chip company. Strong powers of analysis, numeracy and articulation are also assumed, but the prime requirements are independence, originality and the social and communications skills necessary for high visibility at Board level at home and overseas. Those with the cultural sensitivity and robustness to cope with substantial overseas travel will be especially attractive.

This is essentially a practical, hands-on role offering opportunities for intense professional development and the scope for career progression suggests the late twenties as the ideal age range.

Please send full career details, quoting reference AR.4009, to Ian Patterson at March Consulting Group, March House, 13 Park Street, Windsor, Berkshire SL4 1LU. Alternatively, telephone him for a brief discussion on (0753) 85346 or on (0252) 614319 evenings and weekends.

MARCH CONSULTING GROUP

Practice Administrator

Cheltenham
Circa £30,000 with car

Our client, a leading firm of international lawyers with a prestigious world wide client base, wishes to recruit a qualified accountant to manage the provision of administrative and accountancy support services.

Reporting to Managing Partner, the position entails responsibility for all aspects of day-to-day running of the practice including administration, personnel and accounting functions. A key area of activity will be the provision of advice to partners regarding the financial implications of strategic, tactical and operating decisions.

The firm places considerable emphasis and reliance on the use of information technology. The Practice Administrator will be responsible for the operational control of the computer systems and advising on the strategic direction of information systems within the practice.

Candidates, aged 27 to 35, will be qualified Chartered Accountants with sound financial experience likely to have been gained in professional practice. Practical experience with computerised accounting systems is essential together with a knowledge of micro-based financial

modelling applications.

The salary package offered will be up to £30,000 commensurate with age and experience of candidates. Candidates should write in confidence enclosing a comprehensive curriculum vitae together with salary details, quoting reference MCS 3/89 to: Sue Lane, Executive Selection Division, Price Waterhouse, Clifton Heights, Triangle West, Bristol, BS8 1EB.

Price Waterhouse



Senior Financial Accountant

Central London

c£28,000+Car

We are acting on behalf of a major UK multinational with a reputation for high technology products. The Company has experienced a period of major strategic and operational change primarily through acquisitions, which has altered its business profile.

A key position has been established in the finance group for a qualified accountant to play a major role in the Company's corporate accounting function. He or she will be responsible for the preparation of both statutory and management reporting, and in addition will provide analytical appraisal and advice at Board level.

Applications are invited from qualified graduate Chartered Accountants (either straight from a 'Top 20' practice or already in industry) who are confident of making an immediate contribution

to a dynamic organisation. The successful candidate is likely to be under thirty and must have strong interpersonal skills and be capable of liaising at management level.

This is a high profile position which represents a rare opportunity to enter a 'blue chip' company at a senior level. A highly competitive remuneration package is available coupled with excellent career prospects.

To find out more about the opportunity and the organisation please telephone Collette Harrison on 01-831 2000 or write to her at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH. Quoting reference M122. Neither names nor details of respondents will be disclosed to the Client without their express permission.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

London & Scottish Marine Oil PLC is the second largest, UK owned independent oil and gas company with interests in 14 countries and with an estimated production capacity of 90,000 b.o.e. per day. The company enjoys a high reputation in financial circles for its innovative approach and with an exceptional portfolio of UK and international exploration acreage combined with a strong financial policy, it is powerfully positioned to promote continuing rapid growth.

Your role, as a key member of the financial management team, carries accountability for advising the company on the tax implications for UK and international activities in respect of acquisitions, disposals and reorganisations, fund raising and cross border transactions and the monitoring of tax positions of overseas companies and branches.

Reporting to the Finance Director, you will head a small team of tax specialists, liaising with legal and financial advisers both internal and external.

You will already be holding similar responsibilities at senior level with a UK plc, preferably with international exposure. You will be professionally qualified, with excellent communication skills and a high degree of self motivation. Salary will not be a limiting factor for the right candidate who will probably be already earning at least £40,000 pa.

Contact Neil Macmillan, who is advising on this opportunity, at Macmillan Davies (Reference MD2086), Salisbury House, Bluecoats, Hertford, SG14 1PU. Tel: (0992) 552552.



Group Tax Manager

London



Macmillan Davies

MANAGEMENT SELECTION

FINANCIAL CONTROLLER

West End

£30-35,000 + Car

Through an impressive development programme, our client has emerged as a market leader within the healthcare services sector and is firmly establishing a respected presence within other professional areas.

As a result of this diversification and expansion, they now seek to appoint a key individual to complement their senior management team.

Reporting to the Managing Director, responsibilities will include all aspects of financial and management reporting, business planning and credit control.

The successful candidate, aged 32-38, will need to display a practical and mature approach to business issues and have the enthusiasm and ability to contribute to a small and highly committed management team. Leadership and motivational skills are essential.

If you feel you can aspire effectively to this challenging role, please telephone James Hyde on 01-437 0464 or write to him, enclosing brief details, at the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7EP
Telephone: 01-437 0464



INTERNATIONAL CORPORATE AUDIT MANAGEMENT

Based Aldridge, Staffs

First Rate Salary & Benefits Package

Ferro Corporation, a multi-national Fortune 500 company, headquartered in Cleveland, Ohio, is a profitable worldwide Group and market leader in the field of industrial specialty materials. The corporation wishes to develop a Corporate Internal Audit function in Europe, and is therefore able to offer two important posts to high calibre professionals.

Corporate Senior Internal Auditor

This new senior audit post will report to the Corporate Audit Manager (USA) and will take full responsibility for the development of audit plans and programs, and the conduct of audits throughout the U.K. and other European subsidiaries of Ferro Corporation. Emphasis will be placed upon the provision of meaningful commercial information, whilst ensuring all relevant procedures are followed.

Candidates will be qualified Accountants with a degree and several years experience in a manufacturing environment within a senior audit role. Well developed communication skills are of paramount importance, as is the ability to raise the profile of the function through Europe.

Please apply in writing, with full career and salary history details and stating which post interests you, quoting reference B/188/89 to Louise Chapman.

Corporate Internal Auditor

Responsibilities in this new position will include regular audits throughout all European subsidiaries, under the direction of the Corporate Senior Internal Auditor. The role will suit an able, ambitious, qualified Accountant with a degree, and would provide an appropriate first move from professional practice.

These roles both allow for considerable personal development and advancement. Opportunities for promotion within the Corporation are wide-ranging and challenging.

KPMG Peat Marwick McLintock

Executive Selection

Peat House, 45 Church Street, Birmingham B3 2DL.

Finance Director

East Midlands
£35,000 + car + benefits

This well established medium sized public company has a clear positioning and excellent reputation in its particular sector of the clothing and textiles industry. Business strategy is well defined and includes an active acquisition programme as well as organic growth.

A commercially aware Finance Director is of key importance in achieving the strategic goals. The role involves the usual responsibility for financial control, through a well organised accounting team, plus the

exciting opportunity to participate fully in formulating and actioning development plans and acquisition policy.

Accordingly applicants must have an excellent track record in financial management which includes experience of manufacturing industry and acquisitions. They should have the maturity to work at senior level, good leadership and communications skills and sound business awareness. Preferred age 30-45.

This is an outstanding career opportunity offering a first class package which is negotiable for the right person. Please write with career details age and current salary, quoting MCS/2048 to Geoff Firmin.

Executive Selection Division
Price Waterhouse
Management Consultants
Victoria House
76 Milton Street
Nottingham
NG1 3QY

Price Waterhouse

A bright future for an enterprising and innovative Financial Controller

Financial Director Designate

London : Initial Salary c. £25k + car

This is a critical "high-profile" role offering the opportunity to contribute to and considerably influence the future direction of our client - a market leader and part of a substantial and expanding plc.

Based at their modern H.Q. site in East London your initial brief will be to improve and develop costing and budgetary control systems. Additional activities will focus upon improving the quality of management information and assisting with the development of the corporate plan.

Whilst the existing finance team is well established there is a substantial job to be undertaken to review and implement systems and to generally raise the profile of the function, which will provide considerable scope for innovation.

Success will lead to appointment as FD. within twelve months.

You will be a qualified Accountant, probably aged late twenties/early thirties and with a pragmatic, "hands-on" working style. Experience gained within a manufacturing environment would be particularly useful.

The salary is for discussion c.£25k and car, plus benefits package together with entry to a bonus scheme upon appointment as Financial Director.

This is a real opportunity for a young, commercial Accountant to make a positive impact within this forward looking group. Please send your c.v., giving full salary details and quoting Ref. AR6005 to: P. Bainbridge, March Consulting Group, March House, 13 Park Street, Windsor, Berkshire SL4 1LU.

MARCH
CONSULTING GROUP

APPOINTMENTS

ADVERTISING

Appears every
Wednesday
and Thursday

For further information
call 01-248 8000

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ext 4177

Paul Maraviglia
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Elizabeth Rowan
ext 3456

Patrick Williams
ext 3694

Candida Raymond
ext 3351

Patrick Sherriff
ext 4627

THE RIGHT DIRECTION FOR YOUR FINANCIAL SKILLS

FINANCIAL DIRECTORSHIPS

Manchester & Birmingham c. £25K + Car + Bonus

Kalamazoo Distribution in Manchester and Kalamazoo Franchising in Birmingham are both successful and rapidly expanding subsidiaries of Kalamazoo plc, operating in high growth markets and extending the parent company's business activities into new market sectors.

Financial Directorship opportunities now exist at both subsidiaries requiring qualified accountants with proven experience and the ability to influence and contribute to future company developments. Candidates will be expected to demonstrate the personal qualities necessary to lead and motivate our teams, and should have the ability to play a key role in progressing business initiatives. Candidates for the Birmingham position will find franchising experience to be a distinct advantage.

Both appointments carry attractive salary and benefit packages reflecting the seniority of the positions.

Please write enclosing Curriculum Vitae to: The Personnel Director, Kalamazoo plc, Northfield, Birmingham B31 2RW.

Interviews will be held at Manchester, Birmingham or London at your convenience.

KALAMAZOO
BETTER BUSINESS SOLUTIONS

Financial Controller

London

Salary & Bonus c£35,000 + Car

Our client is the UK sales and marketing subsidiary of an international office space environment group; itself being part of a £450m turnover quoted group.

The UK operation was established several years ago and has grown to a profitable turnover, in excess of £30 million, in a primarily contract orientated business with plans well in hand to grow the business at least 20% per annum through maximising its market share.

Continued growth together with a more definitive emphasis on managing the bottom line has generated the need to strengthen the management team with the appointment of a Financial Controller, with short term prospects leading to a Financial Directorship.

You will have responsibility for a small team handling all the financial, cash management, company secretarial and information technology matters affecting company performance. Particular emphasis will be placed upon commercial input to managing, directing and controlling the

business which will require considerable strength of character - with diplomacy, ie "an iron fist in a velvet glove." There will also be a need for considerable systems development to create an effective management information system.

The successful candidate will be a qualified accountant, preferably ACA, and is most likely to be aged between 29 and 34. Your industrial experience will have been in a sales and marketing company, most probably at Assistant Controller level. The personal qualities that we are seeking include drive, enthusiasm, energy and commitment, together with very strong professional skills and ethics. Language skills, whilst useful for European career progression, would be helpful but are not a prerequisite of this position.

Interested applicants should submit their CVs to: Wayne Thomas, Executive Division, Windsor Bridge House, 1 Brocas Street, Eton, Berkshire SL4 6BW.



Michael Page Finance

International Recruitment Consultants
London Bristol Wexham St Albans Luton Bedford Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

GROUP FINANCE DIRECTOR

Birmingham c£70,000 + Car

Our Client is a highly successful, prestigious group of service companies which has ambitious plans for substantial growth and development. The Group is now looking to recruit a Group Finance Director to play a major part in this development.

This high profile role will require the job holder to review and develop the financial disciplines within the Group to ensure that they are able to meet its immediate and future needs. In addition, the Finance Director will contribute to the strategic development of the Group as a key member of the Board. This will involve contact with

external institutions including the City.

Applicants for this post should be qualified Accountants and have significant previous experience of operating at Group Board level. Above all it is essential that they have a proven track record in applying financial and commercial skills to a developing group of businesses. Experience of dealing with major institutions is also essential.

If you are interested in being considered for this key post please apply in writing, with full career and salary history, quoting reference B/188/89 to David Rowley.

KPMG Peat Marwick McLintock

Executive Selection

Peat House, 45 Church Street, Birmingham B3 2DL.

Finance Director

Private Group

c£45,000 + Share Options + Car

Suffolk

An exceptional opportunity exists for an ambitious and highly motivated finance executive to join an established and diverse private group of companies now seeking to accelerate their expansion by acquisition and increased market penetration. The group currently has a turnover of £6m and substantial asset backing; its target is to achieve £50m sales and listing status within 3 years.

The Finance Director, working closely with the Chief Executive, will be responsible for all corporate finance and capital structure requirements, acquisition evaluation and negotiations, treasury management and financial control, including the provision of effective management information systems throughout the group. Candidates should be qualified accountants with sound

experience of corporate finance, developing banking relationships and managing rapid change, ideally within a services or retail environment. You must be decisive, pro-active and resilient with the shirt sleeves attitude needed in a small, ambitious group.

Interested applicants should write enclosing a comprehensive CV with daytime telephone number, quoting Ref: 306 to Barry Oller, BA, ACA, Whitehead Rice Ltd, 295 Regent Street, London W1R 8JH. Tel: 01-637 8736.

Whitehead Rice

MANAGEMENT SELECTION

01637 8736

FINANCE DIRECTOR (DESIGNATE)

Docklands based below-the-line communications agency.
Sales c£3.0 million and rapidly expanding organically and through new ventures in allied disciplines.

This is an ideal position for a young qualified accountant with good commercial experience now wishing to become part of the team in a young growing company.

Salary/Package c£30,000

Contact: Nigel Chapman FCA, 01-231 8761.



PROMOTIONAL COMMUNICATIONS

MARDEN
KANE
PARTNERSHIP

FINANCE DIRECTOR ROCKFORT GROUP PLC

Reading

c£50,000 + Substantial Benefits

This rapidly expanding quoted group has enjoyed considerable success within the highly competitive property development industry. The broad and lucrative portfolio of predominantly commercial schemes also covers the retail, industrial and residential sectors providing the versatility to meet market demands.

As a consequence of this expansion they have an immediate requirement for a key individual to complement the senior management team of their principal operating subsidiary.

Your role will include securing development finance, ensuring tight financial control of project management and monitoring performance.

A chartered accountant with substantial property development experience, you will require both business development and financial management skills of the highest calibre. You should possess the desire to succeed within a highly motivated and committed team environment.

The attractive package will include a high base salary, performance related bonus, executive car and other benefits associated with a progressive company.

If you are interested in aspiring to the challenge within this dynamic organisation, telephone James Hyde on 01-437 0464 or write to him, enclosing a detailed CV, at the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7EP
Telephone: 01-437 0464

MANAGEMENT CONSULTANCY

London & Manchester
Qualified Accountants

£26-35,000 + Car
Age Range 26-33

Today's successful professionals require an enormously varied range of skills. Project-based Consultancy with our client offers a superb opportunity to achieve this aim. So why not trade

Their Experience . . .

One of the UK's fastest growing Management Consultancies, their client portfolio ranges across the board. They undertake a wide variety of assignments covering: Corporate Strategy • Profit Enhancement • Cash and Liquidity Management • Financial Systems. You will work in a highly professional, stimulating environment and from day one will be encouraged to improve your overall understanding of Business.

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You will be a high calibre Graduate Accountant (ACA or CIMA) whose background in Commerce or Industry has given you a disciplined approach, strong commercial awareness, excellent communication skills and a flair for the practical solution.

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For further information write to Mike Masterson,
H.M.A. Recruitment, Chancery House,
53-64 Chancery Lane, London, WC2A 1QS
or telephone him on 01 242 1822. Fax 01 831 6425.

Steep Learning Curve!

Qualified ACA

c £28K + Banking
Bens including car

Our client is one of the world's leading global financial institutions. On their behalf we are searching for a graduate Chartered Accountant who, together with current technical skills, possesses the interpersonal abilities and determination required to succeed in a thriving financial services environment.

The Applicant: In addition to a formal ACA qualification you must be able to demonstrate communication skills well above the normal. Probably aged 26/30 years (younger if you have specific banking experience) you will currently be working in a large professional firm at Supervisor/A.M. level or above. Ability to manage people will be a prerequisite.

The Role: Consisting of a small team of multi-disciplined professionals the Audit Department's Training Group has the responsibility for ensuring that the needs of contoured professional development and training are met within the European, Middle Eastern and African audit areas. Participation in other projects and assignments is also likely. Based in the City the post will involve some travel, mainly in Europe, the U.S.A. and the Far East. Exposure to and dealing with senior management will be important aspects of the position.

It is emphasised that the successful candidate will receive a very thorough induction into the financial services sector with particular emphasis on Capital Markets and Treasury products. The experience gained and the exposure to senior management will ensure the best possible conversion from a career in Public Practice to a career in the City.

In order to arrange an interview to discuss this especially attractive career position please contact Chris French at the address below or call him outside office hours on 01-399 9393.

the fleet partnership

Financial Recruitment Consultants, 37/41 Bedford Row, London WC1R 4JH. 01-831 1101 (24hrs). Fax: 01-831 4204

Group Tax Manager

CITY TO £45,000

Following privatisation of the electricity industry, PowerGen will be one of the two major electricity generating companies in the UK. In a complex business with turnover expected to exceed \$3.5 billion per annum, the management of taxation issues will be of vital importance. PowerGen is therefore seeking a highly experienced and motivated individual to head what will be a key activity in the newly privatised company.

Reporting to the Executive Director of Finance, and managing a small professional team, you will have full responsibility for developing and

implementing taxation policy throughout the organisation. An early priority will be to establish the starting tax position on devolution from the CEB. Your role will include tax planning, compliance, accounting, and managing the liaison with the appropriate authorities and external advisers. You will be relied on to advise of a senior level on the taxation implications of all aspects of PowerGen's business.

Aged around 40, and a qualified accountant or a member of the Institute of Taxation, or a former Inspector of Taxes, you will have several years' corporate taxation

experience gained in a major industrial or commercial organisation or as a specialist in a large accounting firm.

Résumés please, including a day time telephone number, to Robin Alcock quoting Ref: B4312, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DG.

Executive Resourcing
Coopers & Lybrand

Recently Qualified Accountant LEAD THE WAY IN PROPERTY FINANCE

Central London

£ neg + Bank Benefits

This well-known Financial Services plc is committed to diversification - and nowhere more so than in the Property division, which manages a substantial asset base and is a key contributor to group investment performance.

As the division expands its activities in the UK, Europe and the USA, expert financial control and guidance become more and more crucial, which is reflected by the current need for a financial professional.

Reporting at senior level, you will play an important role in formulating financial controls. Specifically, this will involve:

- Contribution to the management decision-making process.
- Strategic analysis of services and business objectives.
- Management and development of the Property Finance function.
- Significant contact with non-accounting professionals.

As a qualified accountant, preferably ACA, you should have 3-4 years experience within an accounting function or major practice. Whilst property experience will be an advantage, as crucial are your strong hands-on accounting and man-management skills and your enthusiasm to develop the role to meet deadline requirements.

This is a high-profile managerial role offering considerable commercial exposure. Besides taking on immediate management responsibility, this is an opportunity to advance your career within a major financial services group.



Please write in confidence, enclosing a full cv, quoting Ref: A270 to
Charles Austin at Mervyn Hughes International Ltd, Management
Recruitment Consultants, 63 Mansell Street, London E1 8AN.
Telephone: 01-488 4114.

Treasury Executive

London c£35,000 plus car and benefits

The Corporate Finance Division of a major international firm of accountants is seeking to recruit a Treasury Executive to support the partner responsible for the rapidly-growing Treasury Advisory Services, which focusses on successful operational implementation, rather than mere theoretical strategy.

The advice given to clients includes treasury organisation, computerisation, acquisition and general funding, risk management and investment strategy. Working as a member of a small, highly professional team, the role entails close involvement in the

treasury requirements of a wide range of clients: future prospects are outstanding.

You should have at least two years experience in a corporate treasury environment probably at Assistant Treasurer level, with extensive knowledge of the areas listed above. In addition, you need good interpersonal skills, a pro-active approach and a desire to work on varied and challenging assignments.

Interested applicants should write enclosing a full Curriculum Vitae and day time telephone number to John Cockerill, quoting reference number 6181J.

Roland Orr
& Partners

Management Consultants

12 New Burlington Street, London W1X 1FF Telephone 01 439 6891

F.D. Designate From the USM to the USA...

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L&M is an international trading company importing and exporting foodstuffs throughout Europe, the Americas, the Middle East and Far East. With several recent acquisitions and a truly dynamic approach to this diverse business, we are planning to go public in the near future.

Reporting directly to the MD and managing a team of 5, you'll have a central strategic influence on both the London Head Office and US-based operations. Besides overall financial control and responsibility for systems enhancement, your role will involve:

- ▲ Targeting and negotiating acquisitions
- ▲ Quarterly trips of 1 week's duration to the US
- ▲ Taking L&M to the USM

A Qualified Accountant, probably aged 27-32, you must be of sufficiently high calibre to achieve directorship within 6-12 months.

Please contact our advising consultant, ANDREW LIVESLEY, on 01-404 3155, or write to him at Alderwick Peachell & Partners Ltd., Accountancy and Financial Recruitment, 125 High Holborn, London WC1V 6QA.

Alderwick
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Appears every Wednesday and Thursday

for further information
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Paul Maraviglia ext 4676
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Deirdre Venables ext 4177
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Candida Raymond ext 3351

COMMODITIES AND AGRICULTURE

Oil prices reach 15-month highs on US stocks fall

By Steven Butler

OIL PRICES yesterday continued to rise strongly in response to a larger-than-expected drop in reported oil stocks in the US.

have been bolstered by a number of one-off factors. These include: colder weather compared to 1987, a shutdown of nuclear reactors in Japan that led to increased residual fuel oil consumption, strikes at nuclear facilities in France, problems with hydro-electric facilities in Spain and Italy, and fuel oil stocking by consumers in Germany ahead of tax changes.

believe that Opec wellhead production is over 15m barrels a day, compared with an agreed ceiling of 18.5m b/d. However the Opec quotas are defined as sales to the market and some of this production may be entering producer stocks.

Fish row debate postponed

By Tim Dickson in Brussels

THE KEEN sensitivities aroused by the current fishing row over quota hopping were demonstrated yesterday when the European Commission postponed a debate on the issue.

fish-owned fishing companies in the British High Court. Commission officials are concerned that the growing practice of quota hopping has put the Community on the spot. The Common Fisheries Policy agreed in 1983 is based on national quotas, yet as seen from Brussels the nationality requirements of the new Community legislation arguably run counter to EC rules on freedom of establishment.

final verdict from the European Court of Justice. Some Commissioners, however, feel that they should adopt a more positive approach at this stage in an effort to secure an early political compromise among the member states. The matter had been expected to figure on the agenda of the European Commission's weekly meeting in Strasbourg yesterday but in view of the complexities of the arguments and the need for more preparation discussion was put off until next week.

Peruvians fine foreign trawlermen

By Veronica Baruffali in Lima

NINE FOREIGN fishing vessels, including three Soviet trawlers mentioned in the December fishing agreement, have been fined by the Peruvian authorities for infringing Peruvian maritime regulations.

Soviets was counter-productive. The agreement allows Soviet trawlers to fish in certain sections of Peruvian waters in return for 17.5 per cent of their catch for the Peruvian market.

and trusts that the Soviets will do likewise. Mr Manuel Sotomayor, president of the National Fishing Society, made a public plea on Tuesday for the same benefits enjoyed by the Soviets in Peruvian waters. "There are pronounced differences in the terms applied to private fishing companies and those applied to the Soviets," he complained.

Canadian farmers to sow more grain

By David Owen in Toronto

CANADIAN FARMERS will this year sow more wheat and oats but less rapeseed than in 1988, according to Farm Decision Resources, a unit of United Grain Growers, the Winnipeg co-operative.

EC may 'lose out' on biotechnology

By Bridget Bloom, Agriculture Correspondent

EUROPEAN FARMERS and agribusiness companies are in danger of losing out to the US and Japan in the new biotechnological revolution which holds out the prospect of increasing agricultural yields by 15 to 20 per cent over the next two decades.



Earle J. Harbison: "What farmer would turn down the chance to produce more cheaply?"

The area under rapeseed, by contrast, is forecast to fall a sharp 14 per cent to 7.6m acres. Fallow ground will stand at a record low 18.6m acres, down 10 per cent.

not necessarily related to BST, are generating similar concerns. Manufacture of BST could begin immediately approval is given, making the first agricultural mass market biotechnology product, though a number of products such as insulin are already available for human use from genetic engineering techniques.

Saskatchewan cultivates potash profits

David Owen reports on a distinct improvement in the industry's fortunes

TWO-THIRDS of a mile below the rigid Saskatchewan Prairie, the temperature is a balmy 80 degrees.

widely expected to report 1988 profits in excess of C\$100m. This is despite operating at barely 60 per cent of the company's 8.8m tonnes a year rated capacity, and follows accumulated losses since 1985 of C\$173.7m.

recently described as an "all-troop" - notwithstanding its much-improved financial state. According to Mr Childers, higher prices are only part of the reason behind the company's recent turnaround.

LONDON MARKETS

Table of London market prices for various commodities including COPPER, SOYABEAN, and RUBBER.

COGCOA Options

Table of COGCOA options prices for various grades and quantities.

LONDON METAL EXCHANGE

Table of London Metal Exchange prices for various metals like ALUMINIUM, COPPER, and ZINC.

POTATOES Options

Table of potato options prices for various grades and quantities.

SOYABEAN MEAL Options

Table of soyabean meal options prices for various grades and quantities.

SOYABEAN FLOUR Options

Table of soyabean flour options prices for various grades and quantities.

US METALS, A strong dollar

Table of US metal prices for various metals like COPPER, ALUMINIUM, and ZINC.

Chicago

Table of Chicago market prices for various commodities like SOYABEAN, WHEAT, and CATTLE.

Prices are subject to change without notice. All prices are in US dollars unless otherwise stated.

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

AUTHORISED UNIT TRUSTS

Main table containing unit trust information, organized into columns for various trust categories and their respective prices.

GUIDE TO UNIT TRUST PRICING
UNIT TRUST PRICING
UNIT TRUST PRICING
UNIT TRUST PRICING

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شركة التأمين

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cyteline. To obtain your free Unit Trust Code Booklet ring the FT Cyteline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, and other details. Includes sub-sections like 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

OTHER UK UNIT TRUSTS

INSURANCES

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-625-2126

Main table containing unit trust information, organized into columns for various regions and trust names. Includes sections for 'MANAGEMENT SERVICES', 'OFFSHORE AND OVERSEAS', 'GUERNSEY (SB RECOGNISED)', 'LUXEMBOURG (SB RECOGNISED)', 'SWITZERLAND (SB RECOGNISED)', 'BERMUDA AUTHORISED', and 'JERSEY (SB RECOGNISED)'. Each entry lists the trust name, its management company, and current unit prices.

Handwritten note: 'Well not 10'

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FT UNIT TRUST INFORMATION SERVICE

Main table for FT Unit Trust Information Service, listing various unit trusts with columns for name, price, and performance.

LONDON SHARE SERVICE

Table for London Share Service, including sections for British Funds, Americans, Int. Bank and O'Seas, and Foreign Bonds & Rails.

Table for Money Market Trust Funds and Money Market Bank Accounts, listing various financial products and their details.

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2128

CANADIANS

Table of Canadian share prices including companies like Alcan, BHP, and Inco.

BUILDING, TIMBER, ROADS

Table of share prices in the Building, Timber, and Roads sector.

ELECTRICALS

Table of share prices in the Electricals sector.

ENGINEERING - Contd

Continuation of share prices in the Engineering sector.

INDUSTRIALS (Misc.) - Contd

Continuation of share prices in the Industrials (Misc.) sector.

INDUSTRIALS (Misc.) - Contd

Continuation of share prices in the Industrials (Misc.) sector.

BANKS, HP & LEASING

Table of share prices for Banks, HP & Leasing.

CHEMICALS, PLASTICS

Table of share prices in the Chemicals and Plastics sector.

FOOD, GROCERIES, ETC

Table of share prices in the Food, Groceries, etc. sector.

Miscellaneous

Table of miscellaneous share prices.

DRAPERY AND STORES

Table of share prices in the Drapery and Stores sector.

HOTELS AND CATERERS

Table of share prices in the Hotels and Caterers sector.

BEERS, WINES & SPIRITS

Table of share prices for Beers, Wines & Spirits.

BUILDING, TIMBER, ROADS

Table of share prices in the Building, Timber, and Roads sector.

INDUSTRIALS (Misc.)

Table of share prices in the Industrials (Misc.) sector.

ENGINEERING

Table of share prices in the Engineering sector.

INSURANCES

Table of share prices for Insurance companies.

LEISURE

Table of share prices in the Leisure sector.

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LEISURE - Contd

Table of share prices for Leisure sector including TV, Leisure, and other related companies.

PROPERTY

Table of share prices for Property sector including various real estate and housing companies.

TEXTILES - Contd

Table of share prices for Textiles sector including clothing and textile manufacturing companies.

TRUSTS, FINANCE, LAND - Contd

Table of share prices for Trusts, Finance, and Land sectors.

OIL AND GAS - Contd

Table of share prices for Oil and Gas sector including energy and petroleum companies.

MINES - Contd

Table of share prices for Mines sector including various mining companies.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors and Aircraft Trades sectors.

TOBACCO

Table of share prices for Tobacco sector.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, and Land sectors.

OVERSEAS TRADERS

Table of share prices for Overseas Traders sector.

PLANTATIONS

Table of share prices for Plantations sector.

THIRD MARKET

Table of share prices for Third Market sector.

Commercial Vehicles

Table of share prices for Commercial Vehicles sector.

Investment Trusts

Table of share prices for Investment Trusts sector.

Finance, Land, etc

Table of share prices for Finance, Land, etc sector.

MINES

Table of share prices for Mines sector.

Central Rand

Table of share prices for Central Rand sector.

Eastern Rand

Table of share prices for Eastern Rand sector.

Garages and Distributors

Table of share prices for Garages and Distributors sector.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers and Publishers sector.

Shipping

Table of share prices for Shipping sector.

Far West Rand

Table of share prices for Far West Rand sector.

O.F.S.

Table of share prices for O.F.S. sector.

Diamond and Platinum

Table of share prices for Diamond and Platinum sector.

PAPER, PRINTING, ADVERTISING

Table of share prices for Paper, Printing, and Advertising sectors.

SHOES AND LEATHER

Table of share prices for Shoes and Leather sector.

South Africans

Table of share prices for South Africans sector.

Central African

Table of share prices for Central African sector.

Finance

Table of share prices for Finance sector.

Australians

Table of share prices for Australians sector.

Stock Exchange dealing classification are indicated to the right of security name; Alpha, Beta, Gamma, Delta, Epsilon, Zeta, Eta, Theta, Iota, Kappa, Lambda, Mu, Nu, Xi, Omicron, Pi, Rho, Sigma, Tau, Upsilon, Phi, Chi, Psi, Omega.

Figures in parentheses indicate price/earnings ratios and covers are based on latest annual reports and accounts and, where available, are stated on half-yearly figures. P/E ratios are calculated on 'net' distribution basis, earnings per share being computed on profit after taxation and minority interest. P/E ratios are calculated on 'gross' distribution basis, earnings per share being computed on profit after taxation, excluding minority interest. Where indicated, the figures are based on 'net' distribution basis, earnings per share being computed on profit after taxation and minority interest. Where indicated, the figures are based on 'gross' distribution basis, earnings per share being computed on profit after taxation, excluding minority interest.

Prices of shares marked with an asterisk have been adjusted to allow for interim share increases or transfers. Figures or ratios marked with a dagger are based on preliminary figures or reports. Figures or ratios marked with a double dagger are based on unaudited figures or reports. Figures or ratios marked with a triple dagger are based on unaudited figures or reports. Figures or ratios marked with a quadruple dagger are based on unaudited figures or reports.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Fed sells strong dollar

THE DOLLAR traded erratically on publication of the US trade figures, but eventually met with Federal Reserve intervention to stem the currency's advance.

tighten its monetary stance. Publication of the Fed's 'Tan Book', pointing to growth in the economy at a moderate pace, renewed speculation about higher interest rates

from FFf6.9000. On Bank of England figures the dollar's exchange rate index rose to 87.8 from 87.7.

FINANCIAL FUTURES

Bullish tone continues

FINANCIAL FUTURES prices adopted a firmer tone in the Liffe market yesterday. Sterling based instruments continued to draw strength from a favourable reaction to the Budget, with investors encouraged by the firm stance against inflation being adopted by the authorities.

However, values finished below their best levels. The June price touched a high of 87.25 before finishing at 87.31, up from 87.16 at the opening.

continues to grow at a moderately strong rate. The US Federal Reserve added that there are signs of upward pressure on material and product prices.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Unit, Rate, % change, % change for Germany, Dividend %.

POUND SPOT-FORWARD AGAINST THE POUND

Table with columns: Day's period, Close, One month, % p.a., Three months, % p.a., Six months, % p.a.

DOLLAR SPOT-FORWARD AGAINST THE DOLLAR

Table with columns: Day's period, Close, One month, % p.a., Three months, % p.a., Six months, % p.a.

EURO CURRENCY INTEREST RATES

Table with columns: Currency, Term, Rate, % p.a.

BASE LENDING RATES

Table with columns: Bank, Rate, % p.a.

CURRENCY RATES

Table with columns: Currency, Rate, % p.a.

OTHER CURRENCIES

Table with columns: Currency, Rate, % p.a.

EXCHANGE CROSS RATES

Table with columns: Currency, Rate, % p.a.

FT LONDON INTERBANK FIXING

Table with columns: Term, Rate, % p.a.

MONEY RATES

Table with columns: Term, Rate, % p.a.

MONEY MARKETS

UK rates firmer

UK INTEREST rates were slightly firmer where they were affected by bank balances brought forward £50m above target.

To help alleviate the shortage, the Bank offered an early round of assistance, and this comprised outright purchases of £10m of Treasury bills and £277m of eligible bank bills in band 1 and £22m of eligible bank bills in band 2, all at unchanged rates.

The forecast was revised to a shortage of around £1,400m, and the Bank gave additional assistance in the morning of £28m through purchases of £78m of eligible bank bills in band 1 and £1m in band 2.

NEW YORK

The US could exert upward pressure on UK rates. Without this pressure, most analysts are looking for at least one reduction in UK base rates before the end of the year.

EUROPEAN OPTIONS EXCHANGE

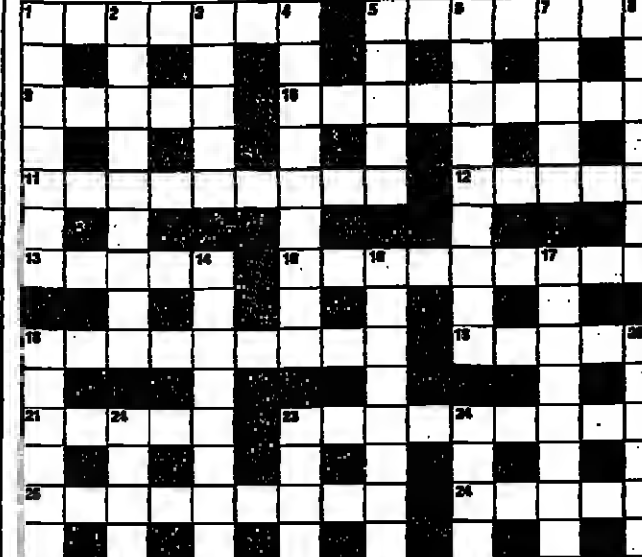
Table with columns: Series, Vol, Last, % chg, Vol, Last, % chg, Stock.

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CROSSWORD

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- ACROSS
1 Administration starting new system of government (7)
2 Race official's jumper (7)
3 Good French queen's howler (5)
4 Sick aunt at mass meeting as a matter of course (9)
5 Way man may leave the straight and narrow (5)
6 Like poetic verses foretelling armed conflict on "clean" start (9)
7 Walk on to cargo boat (5)
8 Took stock and made little noise about it (7)
9 Horticultural feature seen in Chinese palaces (5)
10 Dandelion found in Irishman's chair (5)
11 Fifty-one told off to be released (9)
12 Day-porter described in paint or words (5)
13 Vegetables said to be popular with journalists (5)
14 Where conflict may occur at particular point in locality (5)
15 One more certain to put reform first (9)
16 Show Mike had to direct (5)
17 Where film actors should be at start (5)
18 Remedy to change gear? (7)
19 Makes attestations of French attitudes (7)
20 Snubs soldier and regiment (7)
21 Grew pound (roughly) of dangerous commodity (9)
22 What soldier may have to do for part of year (5)
23 Return of fashionable vehicles (5)
24 Way duck goes to work on incline (5)
25 Solution to Puzzle No.6,885

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WORLD STOCK MARKETS

Table of stock market data for various regions including France, Germany, Italy, and Switzerland. Columns include stock names, prices, and changes.

Table of stock market data for Japan and Australia. Columns include stock names, prices, and changes.

Table of stock market data for Canada, including Toronto and other Canadian markets. Columns include stock names, prices, and changes.

Table of stock market data for New York, including Dow Jones and other indices. Columns include index names, values, and changes.

Table of stock market data for various international indices. Columns include index names, values, and changes.

Table of stock market data for Tokyo, listing active stocks and their prices. Columns include stock names, prices, and changes.

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Advertisement for 'Travelling on Business?' listing various hotels and travel services.

Advertisement for 'Travelling on business in Germany?' listing various hotels and travel services.

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks with columns for High, Low, Stock, and Close Price. Includes a 'Continued from previous page' note.

OVER-THE-COUNTER

Nasdaq national market, 3pm prices March 15

Table of Over-the-Counter prices listing various stocks with columns for High, Low, Stock, and Close Price.

AMEX COMPOSITE PRICES

3pm prices March 15

Table of AMEX Composite Prices listing various stocks with columns for High, Low, Stock, and Close Price.

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AMERICA

Dow rises after trade deficit report

Wall Street

NEWS OF a narrower-than-expected US trade deficit in January prompted modest price rallies by both equity and bond markets and by the dollar, but there was still considerable caution before tomorrow's producer prices report, writes Janet Bush in New York.

At 2 pm, the Dow Jones Industrial Average was quoted 5.89 points higher at 2,312.14 on volume of 94m shares.

The Commerce Department said that the seasonally adjusted trade deficit had dropped to \$8.49bn in January from a revised \$10.99bn in December. The December shortfall had previously been reported as \$10.23bn.

Taking the January figures and the December upward revision together, the trade data do not appear to signal any significant improvement in trends. However, financial markets reacted positively both to a 4.3 per cent fall in exports and a 6.9 per cent fall in imports.

The decline in exports, they argued, indicated a slowdown in the manufacturing sector, which would ease current pressure on capacity and, therefore, prices. The fall in imports

could provide evidence of a weakening in consumer demand. Both these, they argued, pointed to less upward pressure on interest rates.

However, it is rare that one month's trade release reveals anything meaningful about longer term trends. The dollar rose quite sharply in an immediate reaction to the data but then failed to make any further progress.

Financial markets still have to absorb a lot of economic data this week, with today's February industrial production and capacity utilisation as well as tomorrow's producer prices index (PPI). It was the 1.1 per cent jump in the PPI in January which prompted the US Federal Reserve to tighten monetary policy.

While bond analysts have been pointing to favourable technical factors as a significant element in underpinning bond prices, the technical position of the equity markets does not appear to be as positive.

Mr Newton Zinder, technical analyst at Shearson Lehman Hutton, pointed to the worrying sign that the Dow Jones Transportation Average has been performing poorly this week. It even dropped on Monday, when the Dow Jones

Industrial Average rose by more than 25 points.

The breadth of market activity this week has been narrow and volume low. This can partly be explained by caution in anticipation of the technical gyrations associated with the expiry of stock index futures and options contracts and individual options tomorrow. It is not, however, a positive sign for technicians.

The bond market does not seem to have been reacting much to steadily rising crude oil prices, but oil stocks have started to respond favourably. At mid-session, Chevron stood 5% higher at \$38. Mobil rose 4% to \$40 and Texaco climbed 8% to \$34.

Among featured individual stocks, SSMC jumped 1% to \$34 on news that the investor group led by Malaysian investor Mr Vincent Tan had raised its offer by \$1 a share to \$37, but was seeking to buy fewer shares.

Farah, the jeans manufacturer, rose 1% to \$11.4 after the company said that it had received a takeover offer from Salant worth \$11 a share and a \$27m bid for its Geneva Sportswear subsidiary from its managers.

In over-the-counter trading, Precision Castparts shed 2% to \$30 after Sequa said that it had sold the 538,000 common shares in the company it had bought earlier this year.

Mesa L.P. dropped 3% to \$11. The partnership said that it planned to cut its quarterly distribution by 25 per cent because of weak natural gas prices. Dynascan added 1% to \$10.4 after a buy recommendation was given by a Wall Street broker.

Canada
ENERGY issues advanced strongly in Toronto, reflecting another sharp rise in oil prices, but most gold and mining stocks fell, leaving the market mixed at mid-session in fairly thin trading.

The composite index increased by 3.5 points to 3,829.3 on volume of 5m shares. Declared issues led gaining shares by 251 to 228.

The market continued to trade hesitantly amid concern about Canadian interest rates. In the oil sector, Imperial Oil rose 2% to C\$54 and Amoco Canada gained 1% to C\$109.6, while, in golds, Placer Dome lost 2% to C\$167.

Property tonic revives Singapore

The market has surged to post-crash peaks, writes Alison Maitland

THE SINGAPORE stock market has burst back to life in spectacular fashion.

After languishing below the 1,150 level since mid-February, the Straits Times Industrial Index has suddenly started to climb in the past seven days on a wave of property speculation, reaching a new post-crash high of 1,179.51 yesterday.

Its powerful 12.94-point climb during yesterday's session took the index past its previous post-crash peak of 1,177.87, reached just over seven months ago on August 8, 1988.

To add to the bullish picture, volume has surged in the past two days to reach its own post-crash record yesterday of 118m shares worth \$821m (US\$109.4m). That compares with a daily range of 40m to 60m shares in the past month.

The main stimulus has been the proposed tender sale of the Standard Chartered building in the central business district of Singapore. With the commercial property sector buoyant, the market has been speculating that the building could go for \$81,500 per square foot or even higher. "That's huge sky compared to previous valuations," says Mr David Bates,

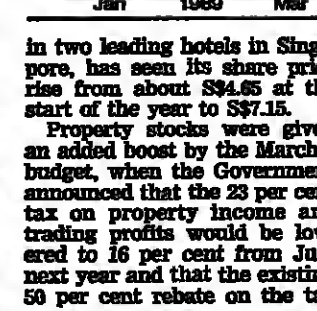
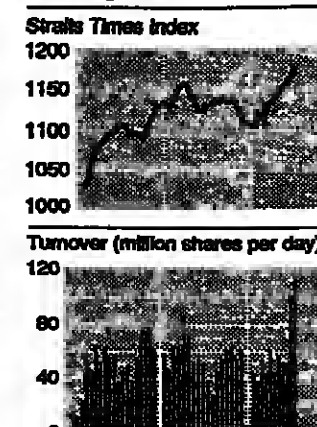
Far East salesman with James Capel in London.

There have been no commercial property sales of this size for a long time which, together with the fact that Standard Chartered intends to lease back the building, makes it difficult for the property market to get the valuation right, he says.

That has not hindered speculators from driving up property stocks on the assumption that net asset values will be rising rapidly. Singapore Land has been a star performer, jumping 11 per cent in the past five days to S\$10.10, having started the year around the S\$7.40 level. The group has benefited both from the Standard Chartered sale plan and from its 32 per cent stake in Marina Centre Holdings, which has a development of three hotels and Singapore's largest shopping complex.

The hotel sector has also been attracting interest, as the growth in tourism pushes up the hotel occupancy rate to 83 per cent and raises expectations that room prices will have to rise, possibly by as much as 30 per cent in the next year. Overseas Union Enterprises, which has large stakes

Singapore



would be extended until then. Foreign investors have been playing a significant part in the current rally, with US interest rising sharply in the past six weeks. Some funds are also believed to have moved out of Japan because of nervousness about the Recruit Cosmos affair.

The Singapore market keeps a close eye on Wall Street and, increasingly, on Japan. Experts agree it remains vulnerable to ups and downs, as well as to any pull-out by foreign investors. There is a long way to go before the index breaches its all-time high of 1,405.40, reached in the heady days of August 1987.

For the moment, however, the 1,100 level appears to be a sound base, says Mr Peter Bristow, a director at Hoare Govett. He feels the property sector is beginning to look overvalued, but that an estimated peak of 1,300 looks attainable within the first half of the year.

At James Capel, Mr Bates believes the index could reach 1,280 in the next month or so, rising to finish the year not too far off the 1,500 level, given the strength of economic and corporate earnings growth.

EUROPE

Vibrant corporate scene aids bright performance

A WELTER of corporate news and a further easing of interest rate tensions again prompted bourses to post gains, writes Our Markets Staff.

FRANKFURT moved higher in active trading, buoyed by the Bundesbank's allocation of a larger than expected DM5.5bn in its latest securities repurchase tender, a further sign of stable interest rates.

The FAZ index edged up 1.65 to 560.41, taking it through a chart resistance level at 560, while the DAX index ended 5.25 better at 1,354.75. Volume reached DM4.03bn worth of German shares. Prices remained stable in after hours trading once the US trade figures had come out largely in line with expectations, sending the dollar up a little.

Siemens rose DM6.50 to DM538 in the day's most active trading. A number of positive factors were said to be behind the rise, including a Wall Street Journal article on a change in management thinking at Siemens, and a DM25m agreement to supply a digital switching system to the Chinese province of Shandong. Though small, this agreement could lead to bigger things, said one analyst.

Steel stocks were again favoured, with Thyssen rising DM1.70 to DM232 before tomorrow's shareholders' meeting at which it is expected to unveil good news on first quarter order and profit prospects.

Chemicals were firm after reporting higher US sales and profits. In the banking sector, Commerzbank shone with a DM3.80 rise to DM244.80 on rumours of stockbuilding.

AMSTERDAM had another busy session, with prices rising to a year's peak in volume of FI 765m. Initial indications that turnover was low on Tuesday turned out to be wrong, with the published figure coming in at a hefty FI 821m.

The market started well and showed little concern about, or reaction to, the US trade figures. Helped by further corporate news and speculative activity and a firm bond market, the CBS tendency index

rose 1.50 to 170.6, a new high for the year.

Paris was again the most active stock with 1.13m shares traded, rising FI 1.20 to FI 40.20.

NMB bank was also a feature, up FI 8.50 at FI 242, with the rise variously attributed to enthusiasm about its planned merger with Fribank, to a rumoured takeover bid or to its good earnings growth.

Ahrend, the office furnishings group in which Bährmann-Tetterode has built a 30 per cent stake, rose FI 4 to FI 244. A London house acting for Bährmann was reported to have been successful in securing approval of spending cuts estimated to be worth about £5,000bn. Although the cuts have to go through parliament, the fact that something concrete had emerged on the budget deficit question gave a boost to sentiment.

The Comit index rose 6.02 to 584.12 in volume estimated to be around or better than Tuesday's improved L154bn. Position-squaring on the last day of the monthly account also helped to lift prices, with particularly strong gains in banking, construction and utilities.

ZURICH was held in check by the impending release of US trade figures, due after the close, and the Credit Suisse index added 3 to 57.2.

The insurance sector saw renewed interest with Zurich bearers climbing 1% to SFR4,970 and its registered stock putting on SFR60 to SFR4,930.

MADRID saw pockets of profit-taking and ended lower after two days of strong gains. The general index dropped 0.6 to 280.11, but volume was thought still to be at the improved level of recent days.

BRUSSELS was generally quiet, with zinc producer Vieille-Montagne featuring with a BFR1,000 rise to BFR13,006 after reporting a return to profit last year.

Chargours was a feature, rising to a high of FF1,465 before settling at FF1,455, a day's gain of FF14. Investors were betting that positive news would emerge along with annual results at the company's analysts' meeting taking place after the market's close yesterday.

ITALY improved amid enthusiasm over cabinet approval of spending cuts estimated to be worth about £5,000bn. Although the cuts have to go through parliament, the fact that something concrete had emerged on the budget deficit question gave a boost to sentiment.

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STOCKHOLM ended a cautious session slightly lower, with the Affärsvärlden index off 1.9 at 1,127.5. Saab restricted A shares added SEK3 to SEK253.

ASIA PACIFIC

Arrival of new funds encourages sharp climb

Tokyo

A SLIGHT recovery in the external environment and a rush of new funds prompted widespread buying in Japan and sent share prices sharply higher, writes Michiko Nakamoto in Tokyo.

The Nikkei average surged 376.13 to close at 32,100.49 after moving between a high of 32,102.62 and a low of 31,757.62. It was the first time since March 3 that the Nikkei had closed above 32,000.

Advances led falls by 651 to 341, while 198 issues were unchanged. Volume, at 1.19m shares, was much higher than the 812m traded on Tuesday. The Topix index of all listed shares gained 25.25 to 4,637.77, and in later trading in London, the ISE/Nikkei 50 index added 10.51 to 1,934.89.

With some *takibi*, or special trust, funds already closed, the market saw an inflow of new money, which spurred active buying. Between ¥110bn and ¥120bn in new investment trust funds was expected to flow into the equities market yesterday and today.

The return of stability in the external environment also helped improve market sentiment. The yen strengthened against the dollar and the bond market recovered somewhat.

The high price of oil could be the next worry for the market, said Mr Nicola Salati at UBS Phillips and Drew. But for now, he said, "optimism is still in the market."

The Nikkei's rise could be a simple technical rebound, having fallen 900 points from its peak this year of 32,452 on February 23 to a low of 31,562 on Monday. Expectations remained strong, however, that the market would see a substantial rally as more funds became available for investment.

Interest focused on construction issues, supported by expectations that government projects to improve the country's infrastructure would boost profits for several years to come.

Among the leading construction groups, those that have expertise in special fields such as tunnel-building or bridge-building have been most popu-

lar, as the new highways and train lines are expected to require considerable technological know-how.

One such company is Kumagai Gumi, second most actively traded yesterday with 53.2m shares, which rose ¥40 to ¥1,720. Kumagai has also been given a leading broker's recommendation for next week.

Mitsui Engineering and Shipbuilding topped the most active list with 58.2m shares traded. The company was bought on expectations that it could win an order for tunneling machines for the road construction project across Tokyo Bay, as well as on the strength of its plans to build an amusement park in western Japan. A leading foreign broker has accumulated a large number of shares in the company and there were rumours that a significant announcement concerning the company would soon be made.

Nippon Steel was third on the most active list and advanced ¥16 to ¥980. There have been expectations that steel shares will return to the limelight once they have finished their capital-raising exercises.

Sanyo Special Steel surged ¥100 to ¥1,330 in heavy trading. The company is expected to post increased profits. It has also been benefiting from the surge in Deido Steel, attracting interest as a similar issue, but with a lower price than Deido.

Constructions dominated the scene in Osaka, but a strong recovery in overall trading activity lifted the OSE average 230.07 to 30,132.53. Turnover also improved to 163m shares from 124m on Tuesday.

Interest in construction issues spilled over to companies that supply them with machinery and Tadmio, a specialised maker of construction

cranes, advanced ¥140 to ¥1,880.

Roundup

VOLUMES varied in the Asia Pacific markets, with Hong Kong advancing in active trade and Australia ending a quiet session almost unchanged, while Seoul's rising streak continued.

HONG KONG saw its highest volumes for over a month as investors took inspiration from Tokyo's sharp rise and from good domestic corporate results.

Turnover surged to HK\$2.14bn in value from the HK\$1.83bn seen on Tuesday; yesterday's trading was the most active since February 10. The Hang Seng index jumped 61.19 to 3,095.91. Hongkong Bank gained 20 cents to HK\$7.45 after news of a 19.7 per cent increase in profits.

AUSTRALIA was stifled by the wait for today's domestic current account figures and ended little changed in continuing thin volume. The All Ordinaries index fell 2.3 to 1,491.1.

Turnover reached 88.3m shares worth A\$166m, with foreigners steering clear of the market.

Industrials were worst hit, although News Corp and Rembles managed to keep above water with a 5 cent gain each to A\$11.60 and A\$11.80 respectively.

Colee Myer, reporting interim profits up 38 per cent - at the lower end of expectations - fell 4 cents to A\$5.16. Fletcher Challenge gave up 3 cents to A\$4 after news of record interim earnings. SEUL continued to advance, with the Composite Index hitting another record high at 986.00, up 15.26, in heavy trading.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	TUESDAY MARCH 14 1989				MONDAY MARCH 13 1989				DOLLAR INDEX		
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Index	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Local Currency Index	1988/89 High	1988/89 Low	Year ago (prev. day)
Australia (897)	136.74	-1.0	117.32	112.14	4.88	138.18	119.63	111.80	157.12	91.16	110.55
Austria (101)	131.11	+0.6	117.32	112.14	4.88	138.18	119.63	111.80	157.12	91.16	110.55
Belgium (63)	131.90	+0.6	117.32	112.14	4.88	138.18	119.63	111.80	157.12	91.16	110.55
Canada (125)	135.34	+0.2	116.12	117.06	3.27	135.12	116.98	117.27	137.27	107.06	120.14
Denmark (39)	167.53	+0.5	116.74	113.02	1.87	166.64	144.27	164.94	180.38	111.42	120.33
Finland (26)	142.56	+0.5	122.33	130.01	1.41	143.57	124.12	130.76	147.07	106.78	121.01
France (130)	115.47	+1.2	99.07	114.11	2.85	114.14	98.81	113.24	119.98	72.77	84.95
West Germany (102)	25.03	+1.7	122.11	114.11	2.31	25.03	122.11	114.11	122.11	122.11	122.11
Hong Kong (44)	127.77	+0.6	105.62	127.98	3.76	127.03	109.97	127.22	133.77	84.90	100.12
Ireland (17)	143.07	+1.1	122.75	140.29	3.67	141.56	122.96	139.34	146.46	104.60	121.15
Italy (19)	78.45	+0.4	67.31	79.91	2.53	78.16	67.67	79.91	86.88	62.99	77.21
Japan (426)	147.80	+0.6	140.91	153.70	0.49	146.02	121.05	152.69	200.11	133.61	153.07
Malaysia (36)	156.55	+0.4	134.32	166.05	2.71	155.86	134.94	165.26	129.79	107.83	118.21
Mexico (13)	164.98	+0.8	141.55	427.68	1.20	164.23	143.92	429.73	162.24	90.07	153.99
Netherlands (29)	116.67	+1.1	100.10	115.70	1.54	115.54	100.93	111.00	116.57	75.25	107.75
New Zealand (24)	71.16	+1.1	61.05	61.59	6.28	71.06	61.52	61.33	84.05	63.32	74.42
Norway (26)	170.38	+0.0	146.18	156.50	1.82	168.77	146.11	155.65	174.29	98.55	117.49
Singapore (26)	144.85	+0.5	124.27	129.29	2.10	144.06	124.72	128.66	144.85	97.32	112.03
South Africa (68)	136.11	+1.2	117.47	122.15	1.98	136.09	119.98	121.12	136.07	98.26	104.85
Spain (42)	148.17	+0.8	127.13	129.82	3.71	146.95	127.22	129.25	164.47	130.73	146.47
Sweden (35)	158.38	+1.9	135.89	149.36	2.23	155.35	134.50	146.96	158.38	96.92	120.54
Switzerland (37)	76.85	+0.8	65.76	73.56	1.64	76.04	65.13	73.56	86.75	66.76	82.50
United Kingdom (14)	153.33	+1.9	131.55	131.55	4.20	150.44	130.24	130.24	153.33	120.66	140.79
USA (568)	120.17	+0.1	103.11	120.17	3.62	120.24	104.10	120.24	121.90	99.19	108.48
Europe (1006)	120.49	-0.5	103.37	110.46	3.50	118.73	102.79	109.58	120.88	97.01	110.24
World (126)	148.70	+1.1	127.58	145.86	1.96	147.09	127.34	144.80	149.38	95.22	111.49
Pacific Basin (675)	182.95	+0.8	156.96	150.67	0.70	181.57	157.19	149.70	194.72	130.81	158.52
Asia-Pacific (1681)	157.99	+1.0	134.58	154.58	1.54	154.22	135.64	154.22	154.22	129.36	139.23
North America (693)	120.98	+0.0	103.80	120.01	3.59	121.03	104.78	120.09			